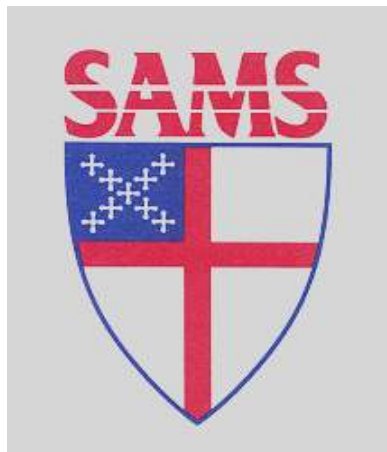


Short-Term Missions and The Kingdom of God



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SAMS invites users of this manual to assist them with their feedback and comments. SAMS is also interested in obtaining (1) assessment data that may be collected with pre-trip and post-trip evaluations as described in this manual and (2) photos (with descriptions), video clips, DVDs or other documentation of STM trips. Some of this information may be incorporated into our future training and to any future revisions to this manual. Such information should be sent to Lynn Bouterse at the above address.

All Scripture quotations in this manual are from the New International Version of the Bible.

Preface

The South American Missionary Society—USA (SAMS) believes that the phenomenon of short-term missions offers an unparalleled opportunity to build the kingdom of God in a way that unites the Church across cultures. Short-term missions (STM) has evolved into a huge outreach that impacts the global church. Unfortunately, not all impacts have been positive. Nor have impacts always been long-lasting.

The primary purpose of this facilitator manual is to equip individuals who, in turn, can prepare short-term missions teams to minister cross-culturally with maximum positive long-term impact. This manual builds on the SAMS short-term missions training manual that has been successfully used by many for more than a decade. This manual reflects, as well, a distillation of much information gathered from other training programs, the popular short-term missions literature, and professional journals.

The information in this manual can also be used effectively to raise missions awareness in the local church as well as help in building bridges for ministry among all participants in short-term missions—those who send, those who go, and those who receive. When used in conjunction with the accompanying PowerPoint Presentation “Short-Term Missions & the Kingdom of God,” we believe that individuals can be fully equipped to realize the maximum impact of short-term missions.

Earlier work in short-term missions has tended to focus on those who go. This training module seeks to place equal emphasis on all participants who are engaged in the entire short-term missions process—pre-field, on-field, and post-field.

The literature suggests that short-term missions is not realizing its full potential for the sake of the Kingdom of God. There is no doubt that those who go are often transformed by their cross-cultural ministry experience. However, it is our prayer that what we are proposing here can be transformative as well to those who send and to those who receive. Teams need to be well-equipped to deal with poverty in a way that is not paternalistic nor that creates unhealthy dependency. We believe that short-term missions should pursue the goal of developing long-term partnerships that build capacity and that bless all participants. We need to foster a long-term perspective of short-term missions. We also need to integrate better short-term missionaries and long-term missionaries.

This manual is by no means the final word on short-term missions training. However, we hope that this manual will be a significant step forward that will help equip short-term missions participants to maximize the long-term positive impact while minimizing the likelihood of doing harm.

While this manual is designed to be used in either a 2-day workshop or series of meetings, its contents, however, can be used in other ways as well. Facilitators should take this material, re-shape it, and augment it with their own information in order to meet best the needs of their audiences.

Soli deo Gloria.

Stewart Wicker
President & Mission Director, SAMS-USA

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GLOSSARY OF SHORT-TERM MISSIONS (STM) TERMS

Short-term missions	The outreach of sending small groups of individuals to minister to others either domestically or internationally.
Short-term mission	A STM trip that typically lasts from five days to two weeks and is designed to minister cross-culturally.
STM process	The entire time period that includes pre-field, on-field and post-field. Each step is equally important in realizing the maximum long-term impact of STM.
STM participants	Those engaged in the STM process, including those who send (the senders), those who go (the goers), and those who receive them (the receiver hosts).
Senders	Those who send people to go on STM trips. These are most commonly local churches.
Goers	Those who go on a STM trip. These are most commonly teams, but they also include individuals, couples, or families.
Receiver host	Typically a missionary located in the receiving host country who serves as the site coordinator for the STM team. Receivers can also be a mission or local indigenous church.
Facilitator	An individual who equips individuals to serve as team leaders or who equips a STM team for cross-cultural ministry.
Team leader	The individual(s) responsible for the team throughout the short-term mission. Leaders serve as the liaison between the team and the senders and the receiver hosts. Most STM teams will have more than one leader, although a single individual is typically identified as primary. The team leader plays the critical role in equipping the team to both go and return prepared.
Team member	A participant on the STM team. Once on the field, the team member is under the authority of the team leader(s).
Supporter	Person who is an extension of the STM team. These individuals, mostly from the sending church, enable the team to go by providing support with prayer, finances, logistics, communication, or in some other form of assistance.

Receiving community	Citizens of the host country who are the target recipients of the STM trip.
Re-Entry	The process of returning and re-adjusting to one's home culture following a cross-cultural experience.
De-briefing	The act of sharing about, reflecting on, and discussing a STM trip and the associated cross-cultural experience. These should be conducted on-field during the experience and post-field.

Introduction to Manual

Purpose

This manual contains lessons to equip individuals to serve as effective Short-Term Missions (STM) team leaders and/or to go on STM trips and minister cross-culturally. It is intended for use by those persons or organizations who desire to see positive long-term impacts on all STM participants—those who send, those who go, and those who receive them. This training module also seeks to equip those who go in such a way that will minimize the danger of doing harm, especially to the poor.

The overarching goal in preparing such a manual is to see the Kingdom of God expanded, i.e. the Kingdom declared and people brought to Christ and discipled. This, we believe, is the calling of the Church. As STM participants are well equipped for the challenges of cross-cultural ministry, the hope is that the Holy Spirit will work to see the transformation of lives, communities, and ministries for the glory of God. Material in this manual, therefore, can also be used to raise missions awareness in the local church.

Although these lessons can be used in a wide variety of settings, they were written primarily to address the training needs and learning styles of those individuals who comprise a STM team. However, the facilitator can use these lessons with a wide array of people who participate in the overall STM process.

This training module rests on Scriptural principles that guide the Church in her mission and outreach. Users of this training material will need to **adapt** and **contextualize** it to make it appropriate for their target audience.

Although it is preferable if the person facilitating these lessons has STM experience, such is not a prerequisite for success. The facilitator should see him or herself as leading a learning process in which participants can make major contributions to the learning of the entire group. The facilitator should be more of a coach than a lecturer or teacher. A humble servant with the gift of communication is well-positioned to be an effective facilitator.

The facilitator's training objectives are to:

- Describe the various participants in STM
- Describe the STM process
- Form and build STM teams
- Provide tools and information that equips teams to engage in cross-cultural ministry
- Provide information on available resources

<p><i>Overall Goal of the Training:</i> <i>Maximize the likelihood of a long-term positive impact on all STM participants</i></p>

The Dangers of a Facilitator Manual¹

As a manual, these materials have the potential for misuse without proper understanding. Consider the following statement taken from the introduction of “A Trainer’s Guide for Participatory Learning and Action” (International Institute for Environment and Development, 1995):

“...The success of the use of these methods depends on the individuals involved, on the quality of facilitation, and the context in which they are applied. It is only the underlying philosophy and aspects of process that can be transferred from context to context. All other elements of the methods and methodology must be individually adapted by facilitators and practitioners.”

This manual is not a recipe for success that can be used in its present form in each and every context. However, the material should be generally applicable and can largely be used in its current format. But, importantly, the materials need to be adapted to address the particular capacities and needs of any given audience. In being committed to the learning process, we hope to receive your feedback as you use these materials.

Notes to the Facilitator

The facilitator using this manual should feel free to adapt the training materials to his or her audience. It is extremely helpful if the facilitator is familiar with the abilities, issues, and interests of those being trained because no centrally created material can fully account for the variations of learning styles, educational levels, and ages of your target group.

The facilitator must be especially sensitive to the length of the lessons. While the material can be used in a day-long workshop, for example, the material is best suited for use over a series of months, especially in order to prepare teams well. For some audiences, these sessions will be too long, and the facilitator should break them into smaller pieces. It is far better to communicate too few concepts clearly than too many concepts poorly. Make sure that the audience is not overwhelmed with more information than they can truly process and apply. If experience indicates that shorter lessons are necessary, the facilitator can easily spread one lesson out over two or three meetings. Make sure to start each meeting with a review of the previous lesson to promote continuity.

The total set of sessions is designed to equip both leaders of STM teams and the teams themselves. Thus, it is likely that in equipping a team, for example, not all sessions will or should be used. The facilitator must determine which material is necessary and/or most appropriate for a given context. The training process will be even different if the facilitator is equipping team leaders as opposed to an actual STM team.

¹ The following two sections have been largely adapted from introductory materials commonly included in curricula prepared by the Chalmers Center at Covenant College, Lookout Mt., Georgia.

The facilitator engaged in equipping a STM team also has the option of using the accompanying lesson plans (see resource CD) that have been prepared for ease in presenting the material included in Lessons 1-7. These lesson plans can be taken “off the shelf” and effectively used in small group training.

Although this manual often quotes Bible passages, the facilitator is strongly encouraged to bring a Bible to the meetings and to read from it directly. This helps to communicate that the Bible passages are from a distinct and special revelation from God.

Some key adult education principles to be aware of include:

- *Respect*: Individuals have much valuable knowledge, insight, and experience. Show respect for this by asking for their understanding of an issue instead of always telling them information. As a facilitator, learn to ask good questions!
- *Safety*: Individuals need to know that the learning environment will be safe physically and socially. Social safety includes creating a learning environment where the learners aren't afraid to speak because they or others might lose face or feel shame.
- *Relevancy and Immediacy*: Individuals need to learn information that they can put into practice in their lives and do it soon.
- *Hearing/Seeing/Doing*: People remember about 10% of what they hear, 20% of what they hear and see, and 80% of what they do. Training needs to focus on putting information into action.

Note on the PowerPoint Presentation

The PowerPoint presentation included in the companion resource CD is designed to be inclusive as far as likely training needs. In other words, it contains more information than the facilitator will likely need in any given training context. For example, the needs in preparing and training team leaders will be different from preparing a STM team. The presentation material can be used to educate the local church about short-term missions and raise missions awareness. The facilitator or user must decide what information in the PowerPoint presentation is appropriate for the needs he or she is addressing.

In some situations, the facilitator may wish to hold a workshop and use the entire PowerPoint presentation or some portion of it. In other cases, individual sessions may be presented over a series of meetings that are designed to equip a team for ministry. The onus will be on the facilitator to make such decisions. It is important to note that the manual can be used on its own merit, without the accompanying PowerPoint presentation.

Structure of the manual

The manual contains fourteen sessions which are divided into two parts. Part I provides foundational information that the team leader needs to know. The sections in Part I are called Sessions and numbered with Roman Numerals to help you distinguish them from Part II. Part II includes those learning components that the team leader(s) can use to equip STM teams for ministry. These lessons have Arabic numbers.

The accompanying PowerPoint presentation that parallels these sessions is designed to present the key information included in the manual. Key learning principles in this manual are included in boxes with thick borders and shaded in gray. Material that is quoted (e.g., Scripture) or specifically highlighted is included in boxes with single borders. Notes for the facilitator are enclosed in boxes with double line borders. Individual and group learning activities are enclosed in boxes with triple line borders with suggested time requirements. Each session opens with a box that includes information for the facilitator on the purpose of each session and the key ideas to be presented. Each session closes with a box that contains a reminder to the facilitator to summarize the key ideas presented in the session and some suggestions for a closing prayer, should the sessions be presented over time.

Each session utilizes a different mix of teaching methods, including presentation of material, personal reflections, small group activities, video clips, and general dialogue. The facilitator should plan to utilize newsprint and markers for each training session. These permit recording key ideas, discoveries, issues, or other information deemed to be important by participants.

This table that identifies the fourteen sessions and the purpose of each one.

Session	Purpose
Part I – Equipping Team Leaders	
Session I. The role of the STM team leader	To describe the challenges and responsibilities of a STM team leader.
Session II. Introduction to STM	To describe the current landscape of STM and the importance of training
Session III. Foundation for maximum impact STM trips	To lay a Biblical foundation for STM that will bless all participants.
Session IV. The birth of a STM idea	To present an approach for developing a vision for STM trips.
Session V. Engaging senders and receivers in the STM process	To outline the importance of engaging both senders and receivers early in the STM planning process and the importance of developing strategic long-term partnerships.
Session VI. Forming a STM team	To describe what is involved in forming a STM team.
Session VII. Building a STM team	To outline the process of building a STM team for maximum long-term impact.
Part II – Equipping STM Teams	
Lesson 1. Raising funds and support	To describe the process of raising funds and other support for a successful STM trip.
Lesson 2. Trip logistics	To describe the scope of logistical issues that must be carefully planned for a successful STM trip.
Lesson 3. Understanding poverty and the poor	To present an understanding of poverty and its implications for STM cross-cultural ministry.
Lesson 4. Preparing for Cross-Cultural Ministry (part A)	To provide the tools and information needed for effective cross-cultural ministry.
Lesson 5. Preparing for Cross-Cultural Ministry (part B)	To provide the tools and information needed for effective cross-cultural ministry.
Lesson 6. In-country ministry	To describe the scope of in-country travel and ministry issues that need to be anticipated in order to maximize the overall impact of the STM trip.
Lesson 7. Re-entry and follow-through	To describe the importance of returning home prepared.

Part I
Equipping Team Leaders

Session I The Role of STM Team Leader

Facilitator notes:

Session purpose: To describe the challenges and responsibilities of a STM team leader.

Key ideas:

- The team leader plays a key role in equipping all STM participants throughout the entire STM process
- The key qualities of a team leader are a love for Christ and a love for others
- The capabilities of the team leader directly determine the degree of STM impact

The purpose of this session is to scope out the role and responsibilities of STM leaders. The degree of excellence in the capabilities of an individual to serve as team leader directly determines the degree of STM impact on all participants. With God's help, the task is feasible and a high calling.

Goal of the STM leader:

To form and equip a team with a shared vision for cross-cultural ministry in a way that maximizes the impact on all participants.

While the missions committee, youth committee or vestry prays about sending a team, they should also pray about who is going to lead the team. The role of the team leader is very important to the success of the team in achieving maximum long-term impact on all participants. The team leader(s) should be identified before the STM trip is announced to the entire church. The leader will play a key role in determining the make-up of the team (to be discussed in Session VI).

Question & Dialogue

*What qualities do you think are the most important for a leader of a STM team?
[Encourage dialogue and probe responses with follow-up questions.] – 5 minutes*

The role of the leader, then, is to facilitate the formation of a vision for ministry for the STM team and provide the necessary training for all participants that will result in effective cross-cultural ministry and maximum STM impact. The leadership role is important in all phases of the STM process—pre-field, on-field, and post-field.

Team leader characteristics

What are the key leadership qualities of a team leader? The most important are:

- ***Spiritual maturity.*** A committed relationship with Jesus is essential if one is to lead others on a Christian mission. Prayer and Bible study will be essential

components of the mission. The team leader must have discernment and wisdom in ministering cross-culturally.

- **Good character.** The team leader must be a person of high integrity whom others can respect. Willingness by team members to submit to the authority of the team leader is essential. This person is considered trustworthy of confidence.
- **Adaptability.** The team leader must have the attitude of a learner. Learning takes place for everyone throughout the mission. The team leader must model this quality. He or she must be able to adapt to changing circumstances while keeping their composure.
- **Good communication and interpersonal skills.** The team leader must have the ability to communicate effectively and teach in a way that empowers team participants, builds bridges with the sending church, and that clearly lays out plans and expectations with the receiver hosts.
- **Leadership and decision-making qualities.** Such qualities will enable the leader to lead effectively, including the willingness to make decisions, especially in crisis situations, and to delegate responsibilities to team members. The leader should be sufficiently self-confident as not to be threatened by team members who use their giftedness for the benefit of the overall team. The leader should have the ability to see the big picture in a given situation and move ahead in God's timing. He or she motivates by example and personal character rather than by coercion and encourages responsibility of team members.
- **Heart for missions.** Team leaders must demonstrate an enthusiasm for evangelism and outreach in order to extend the Kingdom of God. Such a leader is committed to building God's kingdom and not his/her own and has compassion for the poor. Furthermore, the leader must have the necessary time to dedicate to the task of leadership throughout the entire STM process.
- **Servant heart.** Leading is serving. The team leader must be willing to serve others on the team. The team leader must be able to work under the authority of the sending church and the receiver host with a compassionate and discerning spirit. A servant leader seeks to develop others rather than exalt himself/herself, treasures relationships over task goals, and is alert and aware of the needs of team participants and the nationals.



In addition to the key leadership qualities mentioned above, it would be advantageous if the team leader:

- Had prior STM and cross-cultural experience
- Can speak the language of the country of destination
- Had small group leadership experience
- Had experience as a trainer
- Had experience in the planned activity of any project that may be undertaken in the field

Team Leader Roles & Responsibilities

The team leader has a host of responsibilities that impinge on all participants in STM—those who send, those who go, and those who receive. With respect to all participants, the leader has a key role in developing a mutually-shared vision and planning and coordinating the overall trip, and planning the implementation of thorough follow-through and reporting back.

With respect to those who send, the leader has roles in raising missions awareness in the local parish, mobilizing resources necessary to support the trip and, through it all, establishing bridges that can be used in follow-through to ensure maximum long-term impacts.

With respect to those who go, the leader has responsibilities for:

- Leading the team through the entire STM process—pre-field, on-field, and post-field
- Forming and building a team
- Facilitating the identification of roles of team members
- Handling administrative details—budget, financial matters, logistics planning
- Preparing the team with needed training
- Planning and conducting all pre-field, on-field, and post-field meetings. Especially important are the on-field and post-field de-briefings.

With respect to those who receive the STM team, the leader's responsibilities include coordinating in the design stage, identifying needs and opportunities for ministry, and seeking to discern how best to serve the missionary/host mission.

Typical teams will require an assistant or co-leader. The number of leaders actually necessary will depend on the size of the team, the ages of those who go, the nature and complexity of the mission, and the situational context. It is generally wise if the co-leader or assistant leader is of the opposite gender of the team leader.

Key Principle

The abilities of the team leader(s) directly determine the degree of STM impact.

A check-list that identifies many of the major responsibilities of the team leader is included in the resource CD.

Facilitator note:

Review the key ideas for the session and close the session with prayer, if appropriate, thanking God for his faithfulness and asking that he would raise up STM leaders who can effectively lead teams in cross-cultural ministry. Pray that God would give these leaders great wisdom and discernment throughout the STM process.

Session II Introduction to STM

Facilitator notes:

Session purpose: To describe the current landscape of STM and the importance of training.

Key ideas:

- STM is a significant phenomenon today.
- Training & preparation is the necessary foundation for a successful STM trip.
- STM is not an isolated event in time but a process over time that includes pre-field, on-field, and post-field phases
- The participants in STM include those who send, those who go, and those who receive

"We may be entering a new era when missionary work will not be left to professional missionaries, but will be the common task of the rank and file of church members in the course of their daily occupations."²

Such is the emerging view of some observers of the phenomenon of Short-Term Missions (STM). But is it valid?

What explains the increasing popularity of STM? One of the results of globalization is the increased ease in navigating the globe. It is relatively easy to communicate and connect with peoples across the globe. The call to God's people to care about the poor and those suffering has, no doubt, contributed to increased global outreach. Those with financial and other resources sense a responsibility to help the less fortunate poor. Furthermore, increased emphasis is being placed on the church's involvement in God's work of redemption and reconciliation.

Global Context for STM

What is the global context for STM today? Following are some telling statistics:

- Most people live in the majority world
- Half of the people in the world are children
- 1 of 4 children has to work instead of going to school
- About 2.5 billion people live on less than \$2/day
- About 30,000 people die daily from preventable diseases
- Only 8% of the people in the world own a car

² Missiologist Herb Kane, cited in Roger Peterson et al. *Maximum Impact Short-Term Mission*, Minneapolis: STEMPress, p. 28.

Given this global context, we must also understand the changing face of global Christianity. As Phillip Jenkins has clearly shown, the Center of Christendom has shifted from the West (Europe and North America) to the global south.³ Thus, the majority of Christians live in what is now called “The Majority World.”⁴ Christianity is the fastest growing religion in the world at an approximate rate of 7% per annum. Furthermore, many Christians in the Majority World suffer great persecution.

Christianity in the majority world is practiced somewhat differently than that in the West because of historical context and cultural differences. For example, believers in the majority world are typically more communal than individualistic in the way they live and express their beliefs. These believers are typically more attune to the notion of “principalities & powers” and the way these impact spiritual reality. Related to this is their understanding of the reality of miracles and the role and power of prayer. This is the context in which STM is reaching out to bridge cultural divides with the hope and love of Christ.

State of STM Today

Small Group Activity

*Question to be addressed: What would a successful STM trip look like?
Afterwards, a spokesperson should report the group’s discoveries. – 10 minutes*

The STM literature lends insight into how some people view and characterize the value of STM trips. Some examples include:

- “A way for God to use ordinary people to show his extraordinary love”
- “If you want to see God in action, go on a STM trip”
- “Hands-on mission”
- “God’s workshop”
- “One of the greatest classrooms in the world to know God”
- “The #1 way to impact a person’s life is to send them on a short-term mission trip”
- “The gateway to career missionary service”

However, others who are somewhat more skeptical have characterized STM as “the amateurization of missions,” “drive-by missions,” and the like.

The STM “industry” has grown tremendously in recent decades. It is likely approaching a \$1 billion activity annually. STM involve both domestic and international activities. Interest in STM expanded exponentially in the U.S. after the devastating hurricanes of recent years. One estimate that has grabbed the attention of many is that the U.S. church invests more in STM than in long-term missions.

³ See Phillip Jenkins, *The Next Christendom*, New York: Oxford University Press, 2002. Data that support his conclusions are available from the Center for the Study of Global Christianity at www.globalchristianity.org.

⁴ Adoption of the term “Majority World” was agreed upon at a Lausanne meeting in 2006. It replaces earlier terms such as developing world, 2/3 world, etc.

An examination of the STM literature shows that most assessments of impacts have focused on those who go. And even then, it is only the short-term impacts that have generally been considered. It seems clear that much less is known about the long-term impacts on the receiving communities as well as on those who send. It is hoped that more rigorous training can provide the foundation for such considerations.

STM evolved in the late 20th Century from missionary recruitment into an opportunity for spiritual growth in the lives of those who go on STM trips. The scene of STM seems to be evolving from a focus on youth to one that engages more adults. The advantage here is that adults typically have more time and resources—finances, skills, and experience—and can be more focused in their ministry.

“Short-Term Missions is a huge phenomenon. It has great potential. But STM does not appear to be realizing this potential...But when the immersion experience is connected with the right sorts of orientation and coaching, significant change is possible.”⁵

This quote suggests that STM as we know it today is missing the mark. STM trips seemingly are not realizing the kinds of impacts they could have. However, it also suggests that proper training can enhance the overall STM experience for all participants.

Why is proper training so important?

- The task (project) may not work out
- The logistics may go wrong
- But the training can prepare a team for such contingencies

Key Principle
Training and preparation is the foundation for a successful STM trip.

The goal of the training outlined here is twofold:

1. To **maximize** the likelihood of positive long-term impacts
2. To **minimize** the likelihood of negative impact or harm

Adequate training for STM rests on a sufficient understanding of the overall process and the universe of participants. Much attention has been given in recent years to identifying these dimensions more precisely.⁶

⁵ Robert J. Priest et al, “Researching the Short-Term Mission Movement,” *Missiology*, Vol. XXXIV, no.4, October 2006, pp. 444-445.

⁶ Of particular note is Roger Peterson et al, *Maximum Impact Short-Term Mission*, Minneapolis: STEMPress, 2003.

Key Principle

Short-term missions is not an isolated event in time but a process over time that includes senders, goers, and receivers.

Interest in maximizing the long-term impacts of STM demands that attention be given to the full process that:

1. begins **pre-field** with planning and design and team-building and preparation
2. continues **on-field** with ministry and learning, and
3. continues **post-field** with de-briefings and re-entry and follow-through

This training module considers each of these stages and their importance in preparation and training in order to maximize long-term impacts. It also gives substantial attention to each category of STM participants. The universe of participants includes:

- Those who send—the senders
- Those who go—the goers
- Those who receive—the receiver hosts

Giving sufficient attention in the training process to the preparations required at each stage for all participants will help ensure building a sufficient foundation for maximum long-term impacts.

Facilitator note:

Review the key ideas for the session and close the session with prayer, if appropriate, thanking God for his many blessings and how STM is seeking to unite the Church across cultures. Pray that God will bless STM efforts such that the Kingdom of God will be faithfully declared and built-up. Pray for wisdom in order to undertake STM in a way that maximizes the long-term positive impacts while minimizing harm. Pray that God will give our churches a heart for STM ministry.

Session III

Foundation for Maximum Impact STM Trips

Facilitator notes:

Session purpose: To lay a Biblical foundation for STM that will bless all participants.

Key ideas:

- There are many proponents as well as critics of STM.
- STM is more than about me.
- STM can be a part of *missio Dei*.
- There is a solid Biblical rationale for STM.
- The 3 key elements to maximize the long-term impacts of STM are prayer, planning, and preparation.
- We need a long-term view of STM.

What makes a cross-cultural trip a STM trip? Clearly not all cross-cultural trips can and should be characterized under the banner of “missions.” The following table shows a comparison of a STM trip and a cross-cultural trip.

Small Group Activity

How is a STM trip more than a cross-cultural experience?

Afterwards, a spokesperson should report the group’s discoveries. – 10 minutes

Comparison of STM and Cross-Cultural Trips

STM Trip	Cross-Cultural Trip
Other focused	Me focused
Minister to others	Experience another culture
Ministry—to be a blessing	Vacation—be blessed
To discern	To experience
Self-transformation	Self-transformation
Transform others	Experience others

The above does not denigrate the transforming value of many cross-cultural trips. But we must be careful not to characterize all such trips as “mission trips.” For as Jim Reapsome stated: “If everything is missionary work, then nothing is missionary work.”⁷ The cross-cultural trip is generally focused on “me” while the STM trip focuses on building the Kingdom of God.

Key Principle

Participating on a STM trip is more than about ME.

⁷ *Mission Maker Magazine* 2005.

In general, a STM trip has the following characteristics:

- Swift—relatively easy to do and quickly
- Temporary—engagement by all Christians
- Flexible—can adapt easily to changing needs or opportunities
- Non-professional—does not take a lot of training and preparation
- Repetitive—ongoing and constant flow of people and resources
- Expensive
- Part of God’s purposes in redemption and reconciliation

STM trips are relatively easy to undertake, at least in comparison with that of long-term missionary service. They are for a relatively short timeframe. STM trips are generally 1-2 weeks in duration. STM trips are flexible in that dates for travel can adapt relatively easily to needs and opportunities. Virtually anyone can participate on a STM trip. Because STM trips are generally expensive to undertake, sending churches increasingly need to understand how STM can and should be a strategic component of God’s mission.

Pro’s & Con’s of STM

STM has both its proponents and detractors. It is instructive to examine all sides of the issue to ascertain if and how proper training can address the critics.

Proponents argue that STM can:

- Energize the local church, leading to more giving for missions and outreach
- Nurture the spiritual formation of those who go—gift discovery, discipleship
- Engage people heretofore not involved
- Enhance and refine one’s perspective and worldview
- Build the Kingdom of God, bridging peoples and cultures
- Bring people to Christ or plant seeds to be harvested later
- Lead individuals into missionary service
- Lead to financial support for indigenous missions and churches
- Bless host missionaries and their ministries—develop new and nurture existing relationships
- Lead to long-term strategic partnerships with host missions and churches

“The STM movement represents an incredible opportunity to mobilize resources on behalf of strategic needs around the world and to build strategic links between resource-rich churches and individuals...and fellow believers or sister churches in those parts of the world characterized by incredible hardship, suffering, and resource limitations.”⁸

⁸ Robert Priest et al in *Missiology* Oct 06, pp. 440-441

Question & Dialogue

If STM in fact increases interest in career missionary service, why haven't we seen commensurate growth in the number of career missionaries?[Promote dialogue by inviting specific individuals to share their ideas and probe responses.] – 10 minutes

Following is a case study that demonstrates the impacts on the lives of those who participated on a particular STM trip to Bolivia. The local parish that sent the team was the sending church of the missionary couple that served as the receiver hosts in the field.

Impact Case Study:

STM Team of 14 participants went to Bolivia

- 1 became a missionary
- 1 became chair of the missions board of the local parish
- 2 set up an NGO to work with an indigenous Bolivian mission
- 2 became members of the task force for Bolivia
- 1 went to seminary with an interest in serving as a long-term missionary
- 1 (the Rector) became even more vocal as the parish cheerleader for missions
- 1 wants to go on another STM trip
- 1 in interested in studying social work to help the poor
- A second team has subsequently returned in order to foster a long-term partnership with the indigenous mission
- Note: one of the two team leaders was trained by SAMS

Yet, not all are enamored with what they see happening in STM. Following is a compilation of some criticisms from individuals who represent views from both the mission field and home:

- STM trips amount to little more than cross-cultural vacations—religious tourism, short-term junkies.
- Many STM trips are a waste of money.
- Participants on STM trips are often overly goal focused.
- Short-term missionaries often do harm to people, especially the poor.
- STM projects can disrupt local economies, either by infusing money unwisely or by undertaking projects that could have provided employment and income for nationals.
- There is the constant danger of goers who take paternalistic attitudes with them.
- Short-term missionaries often take cultural imperialist assumptions with them.
- STM projects can create an unhealthy dependency.
- Many who go have insufficient cross-cultural training and respect for the nationals in their host country.
- Some who design STM trips are overly confident in the transferability of ministry models from the U.S. context to the majority world.
- Language barriers limit the effectiveness of teams.

- Many STM efforts focus on short-term fixes that actually may leave the receiving community in a worse condition than before.
- There is likely little lasting impact on all STM participants.
- STM trips are but expensive efforts to assuage feelings of guilt about wealth and to satisfy curiosities.
- STM groups tend to distract the full-time missionary/receiver host.

These criticisms must be taken seriously. However, proper training and preparation can equip those who go in such a way as to maximize the long-term positive impacts while minimizing the possibility of doing harm.

There is no doubt, however, that receiving communities resent STM teams when they perceive their presence or behavior as nothing more than “Christian tourism,” “cultural voyeurism,” or what is known as the “commoditization of the poor.” In the latter case, the concern is about viewing the poor as objects, e.g. to be photographed or videoed or made into a poster for some purpose. The individual in this sense is not seen as a person but as a nameless representative of “poverty.” In other words, the poor are being “used” for ulterior motives. This can be an offence to those already lacking in self-respect and low self-esteem. [Note: Lesson 3 will deal in more detail with issues surrounding ministry to the poor.]

The facilitator engaged in STM must be prepared to address the above concerns. The most common objections to STM and possible responses are as follows:

Common Objection	Possible Response
#1. Career missionaries can do it better	Clearly, career missionaries can do many things better. STM teams can augment the ministry of the on-site missionary, bringing certain skills and undertaking projects that would otherwise not be done. Also, STM trips are more than about “doing.”
#2. STM are a waste of money	Granted, STM trips can be very expensive ventures. Without proper training and preparation, we must agree that STM trips could be a waste of money. But we must look at STM trips in their totality and seek to maximize the long-term positive impacts on all participants.
#3. It is more cost-effective to send money	We must agree that oftentimes it may be more cost-effective to send money, especially where teams are not well equipped for the on-field ministry. At the same time, it is unlikely that money that would otherwise go to STM trips would in fact be sent to the field.

#4. Why travel that far when there are so many needs right here at home	The Scriptures clearly mandate that Christ’s disciples are to go to “Jerusalem, Samaria, and to the ends of the earth.” It is not an either/or choice.
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The above suggests that most of these common objections to STM can be addressed with proper training and preparation. This is not to say, however, that these objections are not without merit. See, for example, the following case study about the cost-effective use of money in STM.

Case Study: Hurricane Mitch⁹
<ul style="list-style-type: none"> ▪ A study was conducted of the impact of STM construction teams on local communities in Honduras impacted by Hurricane Mitch in 1998. ▪ Investigators examined the impact on communities of teams that built homes as compared to those communities where homes were built by Hondurans ▪ The study found no lasting impact of STM, positive or negative, on Honduran families or communities ▪ In fact, the survey showed that Hondurans would rather have had the money raised by the STM team channeled toward building homes and employing Hondurans.

At the same time, the case study produced some insights into what factors contributed to lasting STM impacts. The most important contributors identified were:

1. the amount of pre-trip preparation
2. the amount of learning the participants experienced during the trip
3. whether goers and receivers stayed in touch following the trip

Motivation for STM

A key determinant of the success of any STM trip is: Why go? The motivation for going directly determines the degree of long-term impact. However, not all individuals who may benefit from participating on a STM trip are inclined to go. Reasons for not going include the following:

- Fear of the unknown, risks
- I am too busy
- Who wants to leave their comfort zone?
- God has not called me to go
- I am not particularly gifted to help people
- I am not missionary material
- I do not know the language

⁹ Kurt Alan Ver Beek, “The impact of short-term missions: a case study of house construction in Honduras after Hurricane Mitch,” *Missiology: An International Review*, Vol. XXXIV, no. 4, October 2006, pp. 477- 495.

- I am not a real together person
- I am not all that healthy

Many of these reasons are legitimate. But the motivation for going must rest on the calling of each believer.

Biblical Rationale for STM

Small Group Activity
What is the Biblical rationale for engaging in STM?
Afterwards, a spokesperson should report the group's discoveries. – 15 minutes

As John Stott has explained, the fundamental reason for going is obedience to Christ: *“As the Father has sent me, so I send you.”* (John 20:21b)

The most common Scriptural text used as the basis for missions is commonly referred to as “The Great Commission” in Matthew 28:19-20:

Then Jesus came to them and said, “All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.”

This is a very profound statement by the risen Lord, i.e. to make disciples of all nations as you go. This leaves little room for ignoring the nations as we often want to do when resources get tight, internal church issues consume our energies, or when we lose our passion for the lost. Particularly striking is not only that we are instructed to go in Christ’s authority, but that He will be with us as we do go.

Another rationale for going rests on our love for God and, thus, the desire to be obedient, and our love for the lost. We are reminded of these twin affections in “The Great Commandment” found in Mark 12:28-31:

“Of all the commandments...the most important is love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength... and love your neighbor as yourself.”

These two embedded commands of the will of God are inseparable, continuing a thread from the Pentateuch as found in Deuteronomy 6:5 and Leviticus 19:18. Loving God with a whole-hearted response will inevitably result in loving others. This is an unconditional command that calls for action. Jesus’ radical teaching on “Who is my neighbor?” is found in Luke 10:25-37. His teaching removes any restrictions on

“neighbor” and calls his people to go alongside the desperate and the needy, whoever and wherever they might be.

Acts 1:8 complements the Great Commission by promising the presence and power of the Holy Spirit as God’s people go to the ends of the earth with Christ’s love:

“You will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, in all Judea and Samaria, and to the ends of the earth.”

From the above, we understand that we go because:

1. God commands us to go
2. We love others because of our love for God
3. God promises his presence and power as we go

The above rests on the fact that God has a missions heart and mindset. He has compassion for all the nations and peoples of the earth. This thread can be traced throughout Scriptures. It is seen in Genesis 18:18 where God promises that Abraham will surely become a great and powerful nation, and that all nations on the earth will be blessed through him. It continues, for example, in the Psalms (22:27) where “all the ends of the earth will remember and turn to the LORD, and all the families of the nations will bow down before him.”

We can think of the prophet Jonah as undertaking one of the most incredible short-term missions trips ever. It lasted for perhaps only 2 days of actual ministry. Recall that God called Jonah to go to Nineveh and preach repentance. It was essentially a STM trip with the purpose of evangelism and preaching to an unreached people group. The result was that God blessed the outreach, the people repented, and God withheld judgment

The New Testament provides many examples of STM trips as well. See those, for example, by the Apostles Paul and Peter, Barnabas with Paul and John Mark, Titus going to Corinth, Macedonia, and Jerusalem, and Apollos in Ephesus, Corinth, and Crete. We see Jesus sending out the Twelve in Luke 9:1-10. All of these “going’s” illustrate the nature of the missions outreach.

Biblical Missions	
Who?	Every believer is a missionary
What?	Proclaiming the gospel (salvific love of Christ) in word and deed and making disciples
Where?	To the ends of the earth
When?	Now

Why?	Obedience, love, God's promises
How?	The "normal Christian life" and long-term and short-term missionaries

Christian mission then involves being sent away from a place (home), crossing cultural boundaries, and taking the love of Christ in word and deed. All of this is simply being an ambassador for Christ in his work of reconciliation:

*"All this is from God, who **reconciled** us to himself through Christ and gave us the ministry of **reconciliation**: that God was **reconciling** the world to himself in Christ, not counting men's sins against them. And he has committed to us the message of **reconciliation**. We are therefore Christ's ambassadors, as though God were making his appeal through us. We implore you on Christ's behalf: **Be reconciled to God.**" (2 Corinthians 5:18-20)*

Christ wills every believer to have what might be called a "missions mindset." Such a worldview knows that Jesus is The Way. It understands that missions is the responsibility of every Christian. An individual with a missions mindset knows that God calls his people to move out. They know that God uses his children, in spite of all their frailties, to change the world, to bring reconciliation. Such people also understand that missions is about servanthood.

Jesus, then, is our model for holistic (word and deed) missions:

- He proclaimed the good news of the Kingdom of God
- He taught the Word of God
- He healed the sick – touched the outcast
- He fed the hungry
- He delivered people from demon possession
- He loved sinners

Question & Dialogue

Question: Can we call a STM trip Christian if the name of Jesus is not involved?
 [Ask specific people what they think and probe with follow-up questions.] – 10 minutes

A solid foundation for maximum impact STM rests on a comprehensive understanding of all possible participants. See the following table:

STM Participants	
Those who send	<ul style="list-style-type: none"> • Lord Jesus Christ • Local churches & Dioceses • Individuals • Schools • Mission organizations • Professional organizations
Those who go	<ul style="list-style-type: none"> • Teams • Families • Individuals
Those who receive	<ul style="list-style-type: none"> • Missionaries • Indigenous churches/missions • Professionals

Planning to Maximize Impact

Planning to maximize the long-term positive impact of STM requires three key elements. These so-called here as the 3 P's are:

- **Prayer**
- **Planning**
- **Preparation**

None of these elements can be ignored. There are no short cuts for a successful STM experience.

Prayer is the foundation for success, for STM is ultimately God's work. Prayer demonstrates that it is his work, that those involved are putting their trust and faith in God's blessing, that any success will result from God's blessing, and that only He can provide for all that is needed—everything from building the team that God wants, to raising the needed financial resources, to protection, to equipping leaders, to using the overall STM experience to transform lives. Only God can do all that. Prayer demonstrates a humble dependence on the hand of God to be there.

Planning is also critical for a successful STM experience. Planning helps ensure intentionality in seeing that all participants (or stakeholders) are impacted positively. Planning provides the framework for establishing strategic long-term partnerships. Planning also involves counting the cost of making long-term commitments.

Some guidance on planning follows:

- Seek to determine how you can best serve the receiver host.
- Understand that the receiver host determines if and when you come and what you do.
- Be sure you are invited.
- Be sure the timing for a visit is good for the receiving community.
- Communicate openly and honestly in planning and developing a shared vision.
- Seek to lay the foundation for a long-term partnership.
- Seek to discern God's agenda for the trip—much prayer.

Key Principle

Do not just go where and when you want, assuming that you are or will be a blessing!

Rigorous preparation is essential for successful cross-cultural ministry. Confronting those who engage in cross-cultural ministry is a host of challenges and opportunities. These include: anticipating the unforeseen; the necessity of being flexible; dealing with cross-cultural issues; and capitalizing on opportunities for personal growth. Cross-cultural ministry is challenging, unpredictable, exhausting, exhilarating, and can be a mutual blessing to all participants. In sum, cross-cultural ministry is laced with unknowns, thus the need for flexibility.

The entire experience of STM begins with an idea. This idea must rest on a solid Biblical foundation as well as on prayer, planning, and preparation.

Key Principle

We need a long-term view of short-term missions.

Facilitator note:

Review the key ideas for the session and close the session with prayer, if appropriate, that offers up thanksgiving and praise for God's compassion for the lost. Pray that God will stir the hearts of his people to go and take the love of Christ in word and deed to a broken world. Pray that God will use STM to transform lives at home and in receiving communities all for his glory.

Session IV The Birth of a STM Idea

Facilitator notes:

Session purpose: To present an approach for developing a vision for STM trips.

Key ideas:

- The most important aspect of planning STM is prayer.
- There are many different possible themes for STM trips.
- Strategic decisions must be made on where the STM team will go and the target group for ministry outreach. These will rest on needs and opportunities.

“Everyone knows that short-term missions benefit the people who come, not the people here.”¹⁰

Somewhere, sometime, somehow, someone in your church thought about or decided to undertake a STM trip. A short-term mission is an exciting prospect, but it demands a great deal of planning as discussed in the previous session. Preparations should begin at least nine months in advance of any proposed STM travel.

Personal Reflection

Think of a STM trip sponsored by your church. What were the factors that resulted in that trip and how did they decide where to go?

[Afterwards, select specific people to share their experience. Probe with follow-up questions.]5 minutes

Where teams are being sent by a local church, the pastor and the missions and outreach committees should be informed as early as possible of any interest in undertaking a STM trip. Counsel should be solicited from the church leadership and the missions committee.

The pastor will probably recommend that the church leadership and others in key leadership roles be invited to pray about the mission. The importance of prayer cannot be overstated. It is very important to discern the Lord’s will for the mission. Pray from the beginning that the Lord will make known his plans for the mission, including his choice for the team leader(s) and team members.

Key Principle

From the very beginning, the most important aspect of STM is PRAYER.

¹⁰ JoAnn VanEngen, *The Other Side*, Jan-Feb 2000.

The following table lists the steps for planning a STM trip.

Planning Steps for a STM Trip
Step 1 – Develop a vision
Step 2 – Decide where to go
Step 3 – Decide on the trip purpose
Step 4 – Decide on the target group of interest
Step 5 – Decide on who should or could go

Step 1 – Developing a vision

The early stage in planning is one of discernment. It is always helpful to seek the counsel of others who have been involved in STM trips in the past. Next, the individual(s) considering a STM should communicate with a missionary or other person in the receiving host country. [Note: SAMS can assist a local parish in identifying possible locations to visit.]

Some key questions to be asked early in the process include:

- Why are we thinking about doing this mission?
- What is the overall STM trip objective?
- Does it fit into the missions vision of our church?
- Is our vision shared by the on-site receiver host?
- How can we measure success?

An idea about a STM typically begins with information about needs and opportunities in a country and location of interest. This often rests on the existence of a relationship with a missionary who is supported by the local parish or with a particular mission that has an outreach to a target group of interest. SAMS can assist planning by identifying the ministry opportunities available. The SAMS STM coordinator can contact receiver hosts about your interests.

If the receiver host invites your team to work with them, they will advise you about ministry needs and opportunities and the best dates for a visit. The receiver host plays a key role in making in-country arrangements that will be discussed in Lesson 2.

Once you have established the date and worked with the receiver host to develop a vision of purpose for the STM trip, the groundwork has been laid to engage more seriously the senders. And once you have a shared vision for the STM trip and have clearly identified your goal or objective, you can begin to recruit to form a team (see Session VI).

In essence, then, the process of planning begins with:

- Understanding needs and opportunities in the field
- Understanding and choosing among the wide array of possibilities for STM trips
- Involving both senders and receivers early in the process
- Developing a shared vision of purpose and trip goals with all participants

There are essentially three categories of STM trips, as summarized in the following table:

Category of STM Trip	Characteristics
Relief	<ul style="list-style-type: none"> • Short-term in focus • Addresses immediate needs • Can lead to development objectives if planned • Easiest type of STM trip to plan
Reconstruction/Construction	<ul style="list-style-type: none"> • Typically involves rebuilding after a natural disaster • Has intermediate objectives • Ownership is a critical issue
Development	<ul style="list-style-type: none"> • Long-term in focus • Seeks to build capacity • Must rest on a partnership • Is difficult to plan and implement

Step 2 – Deciding where to go

There are four criteria in deciding on a target location for a STM trip. These are:

1. **Opportunity and need**—Is there a partnering missionary on-site? Is there a need that a STM team can address?
2. **Strategic**—Is there a mission on the receiving end with whom our local church may have interest in developing a long-term partnership?
3. **Risks**—Are there health and safety issues that need to be considered?
4. **Cost and time**—What are the approximate cost and time requirements for traveling to that location and how might those realities constrain recruiting a team?

STM can be domestic or international. Trips can focus on relief, construction, or development objectives and can target urban or rural areas as well as certain target groups of interest.

Step 3 – Deciding on the trip purpose

Possible STM Themes

Vacation Bible School	Youth Camps
Street Ministry	Veterinarian
Literature Distribution	Business as Mission
Healing/Prayer	Service/Helps
Family therapy	Drama/arts
Sports	Construction/Well Drilling
Medical	Teaching/Training
Relief	Agronomy/Agriculture
Family/Marriage Seminars	Vision Trip

It is obvious that the range of possibilities in designing a STM trip is wide and is only limited by one's creativity.

Vision trips are becoming increasingly popular. Such trips involve only few people and are designed to be a time for discernment. Minimal resources are required given the limited involvement with respect to both the number of people involved and time required. Yet such trips can lay the groundwork for more productive STM team visits in the future should the discernment process lead in that direction.

Examples from Scripture of what might be characterized as "vision trips" include the 12 spies who spent 40 days scoping out the promised land (Numbers 13-14) and the two men who were sent to spy out Jericho (Joshua 1:24). Vision trips may be most appropriate for those churches without an existing missions program.

Step 4 – Deciding on the target group of interest

Given the huge range of needs by people in the Majority World, decisions about identifying a target group for ministry can be difficult. Your on-site missionary or other point of contact can help in this decision-making. Some possible target groups may include:

- Local parish
- Church leadership
- Specific neighborhood or community
- General population
- Prison inmates or those in transition
- College/young adults
- Youth
- Children in a community
- Street kids
- Orphans
- Nursing home
- Home for abused women or the disadvantaged—deaf, physically handicapped, blind
- Displaced people because of a natural disaster or civil strife

Step 5 – Deciding who should or could go

The range of possibilities of short-term missionaries includes individuals, couples, families, small groups (3-5), typical groups (7-15), and large groups (>15). The appropriate make-up of your STM team depends on the purpose of the trip and the vision for STM of the sending church.

A group that can particularly benefit from the STM experience is young adults or college students.

“Particularly for college students, short-term cross-cultural experiences have the potential for being one of the most formative and ‘worldview shaping’ pedagogical experiences of their college career.”¹¹

During the process of developing an idea about a STM trip, it is essential that both the senders and receivers are intentionally involved.

Session VII presents a full discussion on how to form a STM team.

Facilitator note:

Review the key ideas for the session and close the session with prayer, if appropriate, to thank God for his presence and work in the midst of all the planning. Pray that God will bless those who participate in developing a vision for the STM trip and that God’s purposes will be realized. Pray that God will go before the team to prepare the hearts of those who will be the receiving community in their country of destination.

¹¹¹¹ David M. Johnstone, “Closing the gap: debriefing and the short-term college mission team,” *Missiology*, Vol. XXXIV, no. 4, October 2006, p.528

Session V

Engaging Senders and Receivers in Pre-Field Planning

Facilitator notes:

Session purpose: To outline the importance of engaging both senders and receivers early in the STM planning process.

Key ideas:

- The preparation process is a critical time to maximize the impact of STM on the local church, including raising missions awareness
- The team leader needs to build strategic bridges with both the senders and the receivers in order to maximize impacts.
- The team leader must nurture relationships throughout the STM process

As has been mentioned, engaging the senders and receivers early in the STM planning process helps ensure maximum long-term impacts. Both categories of participants play critical roles in determining the success of any STM trip, as well as stand to reap substantial blessings. The purpose of this session is to present a rationale for intentionally engaging those who send and those who receive.

Small Group Activity

The pre-field planning process can be a strategic time for building bridges with the sending church. What are some of these bridges and how would you go about building them?

[A spokesperson should share the group's discoveries.] – 15 minutes

Engaging the senders

First, who are “the senders?” Foundationally, it is the Lord Jesus Christ who sends, as mentioned earlier, and who promises to be with us as we go (Matthew 28:20) with the empowerment of the Holy Spirit (Acts 1:8). Most commonly, it is the local church that sends out STM teams. However, Dioceses are also known to send teams. In addition, mission organizations, individuals, businesses, schools, and professional organizations may also send short-term missionaries to the field.

The focus in this manual with respect to senders is on the local church that historically has sent the majority of STM teams to the ends of the earth. With God’s blessing, this will continue. And because of the central role the local church plays in STM, leaders of teams must be equipped to engage the senders with two objectives in mind: (1) to elevate missions awareness and (2) to maximize the long-term impact on the local church.

Studies suggest that local churches should be interested in STM for many reasons. Obedience to God’s call “to go” will no doubt be blessed by God. Involvement by local

churches in *missio Dei* results in many benefits, not the least of which is that STM involvement energizes the local church. The people grow in their vision for outreach and commitment to world mission by being involved in STM. STM demands undergirding prayer which releases spiritual power among the people in the local church. Giving for missions increases. Involvement in STM can also attract new members.¹²

STM involvement can open doors for service in ministry. The act of preparing to be a leader of a STM team can translate into leadership development that will bless the local church. STM involvement helps strengthen relationships with missionaries, especially with those being supported through prayer and/or finances. Individuals get to know the missionaries in a personal way, blessing both. The bottom line for the local church is that STM involvement can transform a church forever!

“Mission, in its widest as well as its more focused sense,
is what the church is there for.”¹³

Support by the sending church, and by implication the church leadership, is critical for successful STM. But STM success also depends on those who provide support with prayer, finances, logistics, encouragement, communications, and re-entry.

The team leader(s) must seize the opportunity to mobilize missions awareness in the local church where there is need and opportunity. It is important that the team leader seek to build bridges with the local church. To do this well requires that one must learn how the church operates—how decisions are made. This outreach must be strategic and intentional so that the local church has “ownership” in the mission. While this will take time, the groundwork is being laid for future teams who can capitalize on the heightened interest and awareness.

Other strategic interventions can include getting the pastor involved, especially to go on a STM trip. Parish awareness can also be heightened by commissioning those who go just prior to departure. Such a commissioning service could be followed up with a reception.

In conclusion, the bridges that can be built with the local church may include:¹⁴

- Communication throughout the process
- Submission to the authority of the leadership
- Recruiting people to pray

¹² See, for example, Roger Peterson and Timothy Peterson, “Is Short-Term Mission Really Worth the Time and Money?” STEM Ministries, Minneapolis: STEMpress, December 1991. www.STEMmin.org. However, it should be noted that many believe the positive impacts of involvement by local churches in STM are of a short-term nature. Unfortunately, there is an insufficient database on which to make firm conclusions, except to say the potential for significant impact is real.

¹³ N.T. Wright, *Simply Christian*. San Francisco: Harper, 2006, p. 204.

¹⁴ YWAM, *Stepping Out: A Guide to Short-Term Missions*, Seattle: YWAM Publishing, 1992.

- Involving many people financially
- Asking the church for a commissioning service
- Reporting back

Key Principle
The preparation process is a critical time to maximize the impact of STM on the local church.

In addition to engaging the senders, the sending church has a set of pre-field responsibilities with respect to the STM team. First, representatives of the church must be involved in developing a vision for the STM trip. This should result in a measure of “ownership” by the local church. Second, the sending church has a role to play in building support and raising funds. Third, the local church should assist in recruiting, screening, and selecting those who will participate on the STM trip. And, finally, the sending church has a key responsibility in providing the undergirding prayer support for the STM trip.

Establishing a prayer support network in the sending church is one of the major ways to engage the local parish and raise missions awareness. Such support can engage many different components of the church—missions and outreach committees, vestry, choir, adult education classes, youth program, children’s Sunday school classes, cell groups, Bible study groups, etc.

Prayer support is needed for the following:

- Filling and empowerment by the Holy Spirit so that those who go will be effective witnesses for Christ
- For trip logistics, personal health, support, and other concerns
- For the on-field receiver hosts and the target group of outreach
- For effective team training, on-field debriefing, and post-field follow through
- Each person who goes should have a prayer partner who will walk with them in this journey

Engaging the receivers

Just as those who send should have a vested interest in the STM, so should those who receive the team in the host country. Receiver hosts should be interested in helping plan the STM trip because such visits can:

- Help develop relationships with supporting and other churches
- Be a source of encouragement to the on-site missionary
- Can provide a conduit for increased financial support
- Provide an opportunity to share their vision in equipping others for ministry
- Result in lasting friendships and partnerships

- Accomplish projects perhaps not otherwise feasible, given the limitations of time, resources, and even skills of the receiver hosts

Receiver hosts have a set of pre-field responsibilities as well. These include: the mutual design of the visit with the senders and the leaders of the STM team; provide logistical support for those who come—lodging, transportation, and guidance on finances; and provide information on risks. The receiver host can help ensure that the focus of the STM trip remains on the intended recipients of the ministry.

Building Strategic Partnerships

What is a partnership anyway? A complementary relationship is driven by a common purpose. It is sustained by a willingness to learn and grow together in obedience to God. For complementary partnerships to be successful, the partnering organizations must be independent of one another. They must be compatible in doctrinal beliefs and ministry values. Each partner must know and be willing to exchange complementary strengths and resources.

A major goal in focusing on establishing and nurturing partnerships is to achieve economic and other development objectives. Development happens when people learn, take charge of their own lives, and solve their own problems. Development, then, is that which people do for themselves.

Developmental partnerships are conscious efforts to strengthen the self-developing capabilities of the receiving organization. Such partnerships:

- Equip
- Empower
- Build capacity
- Build self-esteem
- Build independence and interdependence

Key Principle

The poor want to be empowered, not made dependent.

Clearly, a successful partnership must rest on a mutually developed shared vision, trust, and openness and honest communication. Such partnerships demand a long-term commitment. This necessity for a long-term commitment is explained by the multi-dimensional nature of poverty. Furthermore, successful developmental partnerships demand that both partners have the desire and ability to cross cultures.

A helpful Biblical teaching that can be applied to counting the cost of a long-term commitment to development goals can be found in Luke 14:28-30:

"Suppose one of you wants to build a tower. Will he not first sit down and *estimate the cost* (emphasis added) to see if he has enough money to

complete it? For if he lays the foundation and is not able to finish it, everyone who sees it will ridicule him, saying, 'This fellow began to build and was not able to finish.'"

An important component of successful strategic developmental partnerships is accountability. The concept is easy to understand but difficult to implement. Furthermore, accountability must be a two-way street. Both partners must be held accountable to each other. Such accountability is essentially the difference between partnerships and paternalism. The great challenge to short-term teams and implementing strategies is that accountability must be understood in the context of the receiving culture. Rules of operation and values in such partnerships vary across cultures. At a minimum, clear expectations are essential and must be effectively communicated. Cross-cultural communication issues will be dealt with in Lesson 3.

The objective of developmental partnerships should be to build capacity in the receiving community, mission, target group, etc. In building capacity, the focus is on identifying and building on assets instead of focusing on needs. The underlying principle here is the goal of enabling people who are created in the image of God to release their energies and creativity. Outsiders cannot impose change but can help facilitate self-development of skills. Again, the shared understanding is that both partners are equal participants—all learn from one another. STM efforts in this arena must be to enhance the self-sufficiency and self-determination of the receiving community. Follow-up training may be the value added by future STM teams.

In conclusion, each decision about undertaking a STM trip must consider three challenging questions:

1. In our STM efforts, are we contributing to the self-developing capabilities of our partners?
2. Does our involvement make our brothers and sisters better able to serve according to their own gifts and calling?
3. Are we seeking to build capacity or relieve needs?

Now that strategic bridges have been built with both senders and the receiving community, the team leader will begin the process of forming a STM team.

Facilitator notes:

Review the key ideas for the session and close the session with prayer, if appropriate, that you will be able to discern God's purposes for undertaking a STM trip. Pray the Lord will go before you as you seek to build bridges with both senders and the receivers so that the impacts of the STM experience will be positive on all participants and long-lasting. Pray that the STM trip will be a blessing to the host receiver and his/her ministry.

Session VI Forming a STM Team

Facilitator notes:

Session purpose: To describe what is involved in forming a STM team.

Key ideas:

- Prayer must undergird the team formation process.
- A core group of individuals with experience in STM can be a great asset.
- The motivation for going on a STM trip influences what happens when you get there.

Once the team leader(s) has (have) been identified and bridges have been established with the senders and receivers, the next step is forming the team that will go and engage in cross-cultural ministry. Team formation is ultimately something to be entrusted to God.

As you communicate with the wider church community about a short-term mission opportunity, you will undoubtedly have people interested in participating. One of the major challenges the leader will face is establishing guidelines for team member selection and carefully discerning who will be included as members of the team.

Sending the “wrong people” can threaten the ministry of the team as well as actually impede the ministry of the receiver host. On the other hand, an effective team will further the work of the in-field receiver and be a blessing to the people with whom they are working.

The overall process in forming a team for cross-cultural ministry can be outlined as follows:

- Step 1: Pray for God to guide and bless the team formation process
- Step 2: Assemble a core group
- Step 3: Form the team

After the team has been formed the process of team-building continues (Lesson 1), followed by preparing the team for cross-cultural ministry (Lessons 4 and 5).

As has been stressed throughout the STM process, prayer must undergird each step. Again, all participants want the STM trip to reflect God’s will and purposes. Having those participate whom God wants is central to realizing maximum impact.

Assembling a core group

The next step is to assemble a core group that will be the base on which an effective team can be built. Ideally, the core group will include individuals with STM experience. These will also be people who are respected and “in the know” in the local parish context. Depending on the purposes of the trip, the core group may also include

individuals with certain skills relating to the team project to be undertaken once in the field. An overriding goal is to include people in any core group who may play strategic roles in future trips.

The core group then begins to enter into dialogue either directly or indirectly with others potentially interested. Invitations of interest are solicited. Since it is likely that not all individuals expressing interest will be accepted to participate, an application process is needed. The pastor or other church leader should play a key role in the examination of candidates and in the final selection process.

Selecting team members

Small Group Activity

*What kind of people would you not want to invite to participate on a STM team?
[A spokesperson should report on the group's discoveries.] – 15 minutes*

The vision and purpose of the STM trip will be an important consideration in determining who can be a member of the team. The selection process must rest on a set of criteria deemed appropriate in the eyes of the team leader, those who send, and those who receive. Some possible criteria include:

- Only believers?
- Only those deemed to be spiritually mature?
- Only with a pastor's recommendation?
- Only those who exceed a minimum age?
- Only sending church members? Or will outsiders such as friends of participants or those from a partnering church be invited?
- People with special skills or gifts?
- Only healthy individuals, i.e. screen for limiting physical or other conditions?

Including outsiders on the team results in what is called a "patchwork team." One can solicit and include individuals from sister churches or friends of participants. Such teams afford the opportunity to achieve greater diversity as well as the opportunity for ministry. However, such teams can be a challenge to team leadership and team-building.

Again, faithful prayer, trust in the Lord, and discernment will help guide those who select members.

Key Principle

In general, there is something that virtually anyone can do on most STM trips.

So what would be the ideal (but not necessarily essential) team member qualities? The following table lists some desired characteristics of a team member:

Believer	The team member should exemplify a relationship with Jesus that will enable him or her to relate the Good News of Jesus to individuals on the mission field. However, some teams are designed intentionally to include non-Christians for purposes of evangelism.
Teachable	None of us has arrived. Each of us is in the “not yet” position of being sanctified. It is how we welcome growth that will make the difference in a STM experience. Thus, humility is an essential quality for the team member.
Servant’s heart	The attitude of servanthood will help those who go avoid paternalistic attitudes in cross-cultural ministry. The short-term missionary is not going to change the world in two weeks; but the relationships they establish can affect a life.
Team player	The team member should have the ability and heart’s desire to work with other members of the team as well as be willing to submit to those in authority on the team and in the field context. The team member should be willing to commit to participating in all training sessions.
Flexible	As mentioned earlier, trips to the Majority world and involvement in cross-cultural ministry are laced with uncertainties. The team member must be able to “go with the flow” and adapt to altered plans, unforeseen situations, and cultural norms and values.
Good health	Including individuals with physical liabilities or with chronic health problems should be done with great care. Individuals with diet restrictions may also find travel into the developing world excessively challenging.

Note: Including individuals on the STM team who have the language proficiency of your country of destination can be extremely valuable.

The size of the team typically depends on the purpose of the trip, the number of leaders and possibly chaperones available, and the financial resources available. Missionaries have recommended good average sizes for different types of teams as follows:

Type of STM Team	Average Size (# persons)
Construction	12-15
Medical	15
Teach Bible School	8
Business-as-Mission	2-3
Drama	8
Sports	7
Veterinarian	7
Prayer/Healing	5
Teaching	3
Street Evangelism	10
Vision Trip	3-4

Motivation for going

Question & Dialogue

Why do people go on short-term mission trips?

[Rapid brainstorming session: Solicit brief responses from many people & discuss.] – 5 minutes

The selection process may also consider the motivation for people wanting to participate as a team member. What actually motivates people to participate and go is, in fact, quite complicated. Most people want to participate because of a wide variety of motivations which oftentimes are not well understood even by the individual. The next session on team-building seeks to bring some coherence to the shared motivation of ministry to others.

Key Principle

Our motivation for going influences what happens when we get there!

Care should be taken in how we characterize a STM opportunity. Participating on a STM trip has been advertised as: “Missions should be fun!” Our motivation for going must be consonant with God’s purposes for the ministry. Do individuals participate because the shopping will be great or because they will be able to see monkeys in the wild? Am I driven by my sense of adventure or desire to follow Christ? All of this brings us back to the fundamental question of: What makes a trip a “missions trip?”

It is no doubt quite common that the motivation by many for going is the prospect of a cross-cultural adventure. The most common encouragement given for going is that “it will change your life.” However, when raising support, the reason shifts to: “It will change their lives.” But the fact remains that most people go for themselves. Part of the team-building process is to force some self-examination and to re-focus members on the vision and purpose for the trip.

Key Principle

Good intentions for going on a STM trip are not sufficient.

Altruistic motives for participating in a STM trip in order “to help the poor,” are simply insufficient in equipping one for ministry.

Proverbs 19:2 - “It is not good to have zeal without knowledge, nor to be hasty and miss the way.”

In the final analysis and in all likelihood, there will be individuals who should not be accepted to participate. Such rejection risks offending people in such a way that may close the door to future ministry involvement. Wise team leaders will deal with these issues with great sensitivity, always seeking to identify alternative ministry opportunities where the individual can better serve the body of Christ. For example, participating first

in a domestic outreach opportunity may be a more appropriate place for some individuals to experience the missions field. The degree of success here can yield useful information on their eligibility to participate in a more difficult ministry context in other countries.

Many short-term opportunities now seek to engage retired people. These are individuals with skills, maturity, time, and resources that can be used very effectively in ministry.

Once the team has been formed, the process of team-building begins.

Facilitator note:

Review the key ideas for the session and close the session with prayer, if appropriate, that looks to the Lord to guide the formation of the team with the petition that he would bring those people he desires while keeping others away. Pray for wisdom for those making decisions and for sensitivity to avoid doing harm to relationships. Continue to pray for God's blessing on the entire preparation process.

Session VII Building a STM Team

Facilitator notes:

Session purpose: To outline the process of building a STM team for maximum long-term impact.

Key ideas:

- Team-building takes time.
- The team-building process needs to be strategically planned and administered by the team leader who will be the catalyst for success.
- Members of the team must assume responsibilities and be accountable to the team.
- Adopting a team covenant can help build trust among members and a shared vision for ministry.

Team-building must precede the actual training and equipping that needs to be undertaken for effective STM ministry. During team-building, a collection of individuals is shaped into a group whose members share a vision and a commitment to the identified mission of the team.

Key Principle
Team-building takes time.

Those who have committed to the time necessary to be equipped for ministry will now go through a process of team-building that rests on the unity and diversity that characterizes effective teams. In fact, a comprehensive study has identified the following characteristics of effective teams.¹⁵ Such teams have:

- A clear and elevating goal
- A results-driven structure, including assignment of individual roles
- Competent team members
- A unified commitment to the success of the team
- A collaborative climate where qualities such as honesty, mutual respect, etc. govern
- Standards of excellence in all that is undertaken, including requisite skills
- External support and recognition
- Principled leadership

The team leader, therefore, will be the catalyst in team-building. Team-building does not just happen as you agree to meet. Rather, the process of team-building must be *intentional and planned*.

¹⁵ University of Denver study. Date unknown.

The first thing the group must do is to agree on a schedule for meetings. A schedule to meet over a six-month period is recommended. Routine meetings provide a forum for getting to know one another, developing relationships, sharing expectations and concerns about the anticipated STM trip, gaining information and learning, and general dialogue among members. Each meeting should intentionally incorporate the following components:

- Bible study (devotional) and prayer
- Language practice
- Issues about trip logistics
- Budget and funding issues/needs
- Team-building activities—including spiritual formation objectives
- Specific topics—team preparation (to be discussed in Lessons 4 and 5)

The process of team-building continues to be a time to discourage some individuals from participating. But most importantly, this process is a time for developing a shared vision for the STM trip and core values. Developing a shared vision must address issues such as:

- What is the vision for the STM trip?
- What are the desired outcomes?
- How can the team best prepare to achieve desired results?
- How will the team hope to measure success?
- What is the motivation for going for each team member?

Core values for teamwork include: a servant spirit and mutual respect for one another, an attitude of humility and willingness to sacrifice for others, commitment to the success of the team, commitment to the resolution of any conflicts, and recognition that people are individuals—we are all different!

The leader may want to delegate responsibilities to different individuals for the devotions. This will provide some insight into the spiritual life of the individual and will prayerfully be a blessing to him or her. A number of Biblical texts can be used from which to draw some implications for group building.¹⁶ Example texts include:

- Romans 15:1-7
- Philippians 2:1-4, 5-11
- John 17:21-23
- Matthew 5:23-24

¹⁶ Helpful pre-field devotional guides include Howard & Bonnie Lisech, *Pre-Field Preparation: Spiritual Focus Before You Go*, Orlando: Deeper Roots Publications, 2006, and Cindy Judge, *Before you Pack our Bag Prepare Your Heart*, available from STEMpress at www.STEMmin.org. Some devotionals are included in the resource CD.

Personal Reflection

A covenant is a tool that can help bring cohesion, shared vision, and commitment to an effort. What do you think should be the components of a STM team covenant? [Invite individuals to share their ideas and probe with follow-up questions.] – 5 minutes

In addition to having ownership in a shared vision for the STM trip, the team should adopt a team covenant. A team covenant can be statement of commitment by each member that he or she will, by God's grace, seek to:

- love one another
- bless one another
- be a blessing to the nationals
- be a blessing to the receiver hosts/missionaries
- fulfill God's purpose for the trip
- dedicate the time necessary for team-building and preparation



A sample covenant is included in Lesson 4 of the companion resource CD.

Team members need to understand their roles and responsibilities as team members. Individual members, being created in the image of God, will bring their own giftedness to the group. The team-building process will hopefully contribute to the process of gift discovery. Such gifts can then be utilized for the benefit of the functioning of the entire team and its ministry.

Members can also adopt or be assigned certain roles that will help promote team success once in the country of destination. Such roles may include:

- Daily responsibility for the availability of snacks and drinks while traveling in-country
- Taking photographs
- Media person for recording video and preparation of a DVD on return from the field
- Translator
- Keeping track of luggage on departure, arrival, and return
- Managing the finances when in the field
- Exchanging currency when in-country
- Preparing and maintaining a first-aid kit or other medicines commonly needed by travelers

In conclusion, the major pre-field responsibilities of those who are team members are to:

- Pray, pray, pray
- Secure sending supporters, especially prayer intercessors
- Participate in fundraising

- Prepare for cross-cultural ministry
 - Prepare his or her own heart for God's purposes in the mission
 - Prepare for the required trip logistics
 - Prepare as a group for the anticipated on-field STM ministry

Short-term missions can only be effective if the members work together as a team. It is extremely important that team members trust, respect and desire to care for each other while they are engaged in the mission. Team members should expect to make a commitment to each other through all phases of the mission experience.

Support and fundraising begins during the process of team-building.

Facilitator note:

Please review the key ideas for the session and close with prayer, if appropriate, with thanksgiving for God's hand in assembling the team, for the Lord's blessing on each team member and that God's purposes for each individual would be realized. Pray that God would unite the hearts of team members with a shared vision for ministry. Begin to pray for one another on the team.

Part II

Equipping STM Teams

Introduction

This section of the manual contains seven lessons that present the core information necessary for equipping a team. Each lesson is designed to be covered within a three-hour time frame. The lessons are:

- Lesson 1 Raising Funds and Support
- Lesson 2 Trip Logistics
- Lesson 3 Understanding Poverty and the Poor
- Lesson 4 Preparing for Cross Cultural Ministry (part 1)
- Lesson 5 Preparing for Cross Cultural Ministry (part 2)
- Lesson 6 In-Country Ministry
- Lesson 7 Re-Entry and Follow Through

Each lesson will be structured with the following nine components:

Component	Description
1. Getting to Know One Another	Team Building
2. Corporate Worship	Worship and Practice for Cross Cultural Ministry
3. Spiritual Formation	Reinforce Team's Role as Christian Missionaries
4. Knowledge Builder	Education for Your Team about the Lesson topic
5. Culture	Broaden your Team's Cultural Understanding
6. Language	Foundation in Cross Cultural Communication
7. Practical Preparation	Share information about logistics and finances
8. Project Preparation	Practice, prepare, and improve project plans
9. Debriefing and Closing	Cultivate appreciation for debriefing component

Because each team is unique, the facilitator must decide which areas may need the most emphasis. It should be noted that each lesson contains more information than the facilitator will likely use. The trainer can directly follow the lesson plan that is provided or can modify the various components as deemed most appropriate and necessary. The trainer will have to decide which presentation materials to use. Additional resources are offered on the Resource CD.

The following list identifies resources appropriate for each lesson. Please look over your lesson plans well in advance of your team meeting in order to be prepared for your lessons. Most of your resources can be found on the resource CD.

Lesson 1 - Raising Funds and Support

Resource CD

SAMS Video

Photos and Profile of Host Missionary

Instruments and songs for worship

Lesson 2 - Trip Logistics

Resource CD

Instruments and songs for worship

Lesson 3 - Understanding Poverty and the Poor

Resource CD.

Culture Gram **(Must be purchased in advance)**

Instruments and songs for worship

Lesson 4 - Preparing for Cross Cultural Ministry

Resource CD

Instruments and songs for worship

Lesson 5 - Preparing for Cross Cultural Ministry

Resource CD

Instruments and songs for worship

Lesson 6 - In-Country Ministry

Resource CD

Instruments and songs for worship

Lesson 7 - Re-Entry and Follow Through

Resource CD

Instruments and songs for worship

Lesson 1 Raising Funds & Support

Facilitator notes:

Session purpose:

To describe the process of raising funds and other support for a successful STM trip.

Key ideas:

- Support-raising is a strategic time for team-building.
- In order to fundraise well, it is important to develop a realistic budget for the team.
- Support-raising is a strategic time for spiritual development for the team and the entire congregation.
- Support-raising is about relationships
- Identifying prayer supporters for the STM team is foundational to success.

Raising support for a STM trip can be a dreaded and frightening experience for many individuals. Some of this no doubt can be explained by our tendencies to think about our faith in an individualistic or personal manner rather than one that is connected to our community. However, the notion of missions support is well grounded in the New Testament. Raising support, at a minimum, includes identifying prayer supporters and raising the necessary funds.

Key Principle
Support-raising is a strategic time for team-building.

First, consider the top five excuses for not wanting to raise funds:¹⁷

Reason	Response
#1 That is a lot of money	If God wants you to go then it is His responsibility to provide the funds—God simply wants you to trust Him.
#2 I feel like I am begging	We are inviting people to invest in what God is doing and to be part of the blessing.
#3 I just don't see it as Biblical to ask for Money	Not true. Paul asked for support for his mission trips.
#4 I have a lot of friends but they do not have a lot of money to give	God wants people to give. You will be surprised about who gives and who does not.
#5 I'm afraid	What makes the difference is how passionate you are in what God is calling you to do. Ultimately, God is in control.

¹⁷ Go Prepared, Orlando: TCCI Productions, 1999. www.tcci.org. This set of DVDs is an excellent resource that can also be used in equipping short-term missions teams.

Key Principle
In order to fundraise well, it is necessary to develop a realistic budget for the trip.

Develop a realistic budget for the team and for each member

The team will need to develop a budget before beginning the fundraising. This will provide the necessary information on how much money needs to be raised to support the mission. Each short-term mission is different and the expenses will vary according to your destination, length of visit, activities of the team, and other considerations and trip objectives. In addition, each individual should be prepared for some out-of-pocket expenditures as well.

All STM teams will need financial support to cover the following basic expense categories:

- | | |
|------------------------------|---|
| <u>Air Travel</u> | This will be the biggest expense of your mission. Start early (if possible, at least six months before the expected travel dates) and get several quotes before you make your decision. Utilizing travel agents with experience in traveling to your country of interest is likely more important than simply using someone in your sending church. A list of some helpful websites is included in the resource CD. |
| <u>Taxes/Visa</u> | Most countries levy an airport exit tax before departure. Such taxes are not included in the ticket price and must be paid out-of-pocket. A team member with responsibility for handling the in-country finances should ensure the availability of such funds in the proper currency. Some countries also require visas for entrance. Your receiver host can advise about such requirements and their costs. |
| <u>*Insurance (optional)</u> | There are many agencies that can help you with travel and medical insurance for your short-term mission. Check with your church about their insurance policy and with other knowledgeable people. Some travel insurance agencies are listed in the companion resource CD. |
| <u>Lodging and meals</u> | The receiver host will provide information regarding options and the cost of housing and food during your visit. |
| <u>In-country travel</u> | Your receiver host will sometimes make these arrangements and inform you of the cost. The cost may include the rental of a bus or van, including a fee for the driver, and fuel expenses. |

In-country ministry STM teams may incur on-field project-related costs. These must be included in the budget. The receiver host can provide estimates.

Gifts/tips The team may want to give a tip or gift to your in-country transportation provider, lodging host, host mission, etc.

Other costs Some dioceses have a per-person or per-team assessment which helps cover the expenses of any individual who may accompany the team during its visit. The receiver host can provide such information.

Contingency Undoubtedly you will incur extra expenses such as for camera supplies, mailing expenses, etc. These can be significant. Therefore, be prepared with an extra 5% of your budget for these expenses

These costs, summed together, comprise the overall team budget and the funds that need to be raised. The total budget will seem to be a substantial sum of money to raise, but it can be done! Successful fundraising will necessitate prayer, careful planning, and commitment to the mission. In general it is better to be over-funded than under-funded. Excess money from the trip can be returned to your church or reserved for the next missions trip.

The more commitment each team member has to raising funds, the more commitment he or she will have to the mission. In general, each team member should contribute a reasonable amount of personal funds toward his or her own share of the budget. Personal sacrifice will make the mission much more meaningful.

In addition to the overall team budget, individuals will have other expenses as well. The following expenses should be personally covered by individual team members. Summed together, they comprise the individual team member's budget.

Passport Some team members may need to obtain passports.

Immunizations Recommendations for any immunizations for your country of destination can be found at the Center for Disease Control website found in the resource CD. Cost estimates can be obtained from your physician, a travel clinic, or the local health department.

Side Trips A side trip that further exposes your team to the host country and its culture can enhance the overall experience. Such may also provide a transition time for debriefing (to be discussed in Session 6) prior to departure. Your receiver host may be able to help in advising on options and their costs.

Personal

The amount of personal spending money will vary, depending on the individual's plans to purchase gifts, travel souvenirs, etc. Other additional personal costs may be incurred e.g., personal needs, travel books, shopping, snacks, internet café use, bottled water, etc. Individuals should be prepared to carry some extra money for their personal budgets.

Key Principle

Support-raising is a strategic time for spiritual development for both the team and the senders.

Guidance in fundraising

Fundraising should not be an area of disdain in your mission preparation. It can be a time of great creativity and team-building as well as community building for the sending congregation. This is an area where people can work together towards the common goal of funding a mission team and learning together about the importance of missions. Even though few members of the congregation will travel with the team, the entire church can share in the satisfaction of sending the team.

The sending church generally serves a supportive role in fundraising. This does not necessarily mean that the church should finance the mission. If the church sends out several teams a year, it may not want fundraising within the church membership. The church may choose to support each short-term missionary with a financial gift and request that the fundraising take place outside the church membership. Check with your church leadership to determine the financial role your church will play, if any, in the fundraising for your mission.

The sending church can benefit through fielding a short-term missions team, and this information should be readily shared when there is opportunity. Short-term missions can:

- enhance mission awareness in the local church
- offer an opportunity to be personally involved in missions.
- expand the sending church's worldview.
- provide a discernment opportunity for potential long-term missionaries
- educate local missions leaders through cross-cultural experience
- foster spiritual growth and formation among its members
- raise up leaders
- build up the work of the sending church's missionaries
- unify the sending church through the cooperative effort of sending the team

Question & Dialogue

*What are some advantages of asking others for support versus self-funding?
[Solicit ideas from specific individuals and probe with follow-up questions.] – 5 minutes*

Our natural tendency, as independent and self-reliant individuals, is to try to pay for such trips ourselves, if at all possible. We often have little problem in incurring debt by putting costs onto a credit card. It is important, however, to consider seriously whether or not this is the best way to learn the important lessons that God may wish to teach us.¹⁸

If we search the scriptures to discern Biblical principles for funding missions outreach, we can see that God’s ways are not our ways. The following is a comparison of different approaches to funding a STM trip.

The 8th and 9th chapters of II Corinthians provide strong, clear teaching on what God does when we allow others the privilege of sharing in our ministry through providing financial support. These chapters provide valuable principles, models, and illustrations that can be studied during the team-building process.

Those raising funds and other support for their STM trip must understand that when the Lord is in it, He will provide. People will give. Believers want to serve the Lord, and they can do so by being generous. Many cannot go on STM trips for various reasons and, therefore, can do so vicariously by what you are proposing to do. Furthermore, if people are convinced of the value of your mission because you have articulated your vision well they will want to support it.

The following contrasts the two approaches of fund raising:

Asking For Funds	Self-Funding
Involving other people to partner	Paying your own way
Leads to humility	Results in pride
Results in dependency	Results in independency
Results in accountability to others	Leads to autonomy
Trusting God for provision	Trusting self for provision
Strengthens faith in God	Results in self-reliance
Will be a blessing to those who partner	Will bless the one who goes

¹⁸ See Vicki Tanin et al., *Sending Out Servants: Church-Based Short-Term Missions Strategy*, Atlanta: Advancing Churches in Missions Commitment, 1955.

Some Biblical concepts on which fundraising efforts should be based are as follows:

- **Interdependence**—Romans 15:24, III John 7,8. This relates to God's desire for the church to function as a body, interdependently.
- **Living by faith**—II Corinthians 5:7; Hebrews 11:6. Faith pleases the Lord for it demonstrates trust and confidence when the external evidence might suggest otherwise.
- **Trusting God's provision**—Philippians 4:19; I Thessalonians 5:24. Since participants are convinced that God has ordained the proposed STM trip, they can be confident that He will be faithful in making adequate provision. The participant is to stand firm in this trust.
- **Good stewardship**—I Corinthians 3:16, 6:19; Ephesians 5:15-16; I Timothy 6:18. God wants us to be faithful in our use of all that he has given us.

The team must go about fundraising and other support in a way that speaks of godly wisdom. The following verses attest to the need for our wisdom that comes from God himself:

- Psalm 111:10—the fear of the Lord is the beginning of wisdom
- Proverbs 2:6—for the Lord gives wisdom
- Proverbs 3:13—blessed is the man who finds wisdom
- Proverbs 4:11—I guide you in the way of wisdom and lead you along straight paths

Some other principles in fundraising are:

- Be aware of any local parish guidelines with respect to raising funds or other support
- Involve the entire team
- Develop a realistic budget of expected expenses
- The team collectively should develop a fundraising strategy before beginning the actual process.
- Develop an informational flyer.
- Be prepared for evangelistic opportunities throughout the entire fundraising effort
- Testimonies from team members of previous trips can be very powerful tools for raising interest.
- Each participant should be prepared to articulate the vision for the STM trip.
- When presenting, be enthusiastic and positive.
- The strategy should include verbal sharing during a church service and hopefully on more than one occasion.
- Use a PowerPoint presentation in adult education classes or other such forums (e.g., Rotary Club meetings)
- Team should make list of potential contacts
- Write letters as writing to a friend. It should be one page and should be personal in sharing the vision and inviting the partnership of the recipient.
- Don't rely only on letters and email but use them and follow up.
- Make personal visits—relationships are critical.
- Make telephone calls and offer to send follow-up information.

- Include a response card with stamped return envelope in any mailings
- Send thank-you notes to those who agree to provide support.
- In soliciting partners, indicate that you will share about the trip on return.

Key Principle
Support-raising is about relationships

Communication and feedback between supporters and goers is essential for successful STM. Those who go must be responsible to report back to those who support. This dialogue should begin before the actual trip takes place, continue during the trip to the extent feasible, and continue afterwards (to be discussed in Session XIII). Feedback is critical on re-entry.

In communicating with potential partners about your financial needs, the following should be addressed to some degree or another:

- | | |
|-------------------------------|-----------------------------------|
| ▪ Who you are | ▪ How long the trip will take |
| ▪ Where you are going and why | ▪ How much the trip will cost |
| ▪ Who will host you | ▪ How much money is needed |
| ▪ Who you are going with | ▪ Where contributions can be sent |
| ▪ What outcomes you expect | |

It is important to maintain a record of where letters are sent and of the names of those who provide support. Such a record will provide a list of supporters who will be invited to your presentations when the mission is completed. Sample Support Letters can be found in the Resource CD.

Interaction with potential supporters should always include an encouragement for people to pray about partnering with you. Trust God to turn the hearts of people so that they will support you. Potential contacts include: the sending church missions committee, people in the local church, family members, friends, individuals who are known to have a heart for missions, and businesses/employers.

The pitfalls to be avoided in fundraising include:

- Doing it on your own strength and not trusting God—ignoring the supernatural
- Fear about inviting others to partner with you in ministry
- Constrained by the bottom line of the checkbook
- The rich uncle syndrome, i.e. trying to find the one person with a lot of resources to underwrite the entire financial need

Key Principle
Support-raising is an opportunity for spiritual growth for both those raising support and for those who are blessed by their partnership.

Prayer Support

The other critical area in support-raising is prayer. The STM team must establish a prayer support team that walks with them throughout the journey—pre-field, on-field, and post-field. Furthermore, each member should have a specific individual who will serve as his or her prayer partner.

Other support will be needed in the areas of logistics and communications. Individuals who may not be able to partner financially may be able to participate in other forms of support. A core support team—or Home Team—can play a critical role in supporting the overall endeavor with prayer and counsel.

Fundraising events

There are myriads of opportunities for raising funds. Traditional fundraisers like car washes and bake sales have been used successfully to raise funds, but they don't necessarily connect the giver with the mission. You must be creative and discern what will work best in your situation. The one prerequisite is to use the opportunity to educate your supporters. The best way to get them "on board" with you is to tell them what you are doing and why you feel it is important. If you are successful in your motivation you will generally not have any problem obtaining financial support. Finally, it is critical that an individual be assigned the responsibility of keeping the financial records of the fund raising effort.

During the support-raising process, the team continues its preparations for cross-cultural ministry.

Facilitator note:

In closing, review the key ideas presented in this session and pray, if appropriate, thanking God for his faithfulness in our lives and pray that he would grant each person the ability to trust him for all our needs. Pray for wisdom on how best to raise the necessary support and that He would raise up individuals to partner with the STM team.

Lesson 2 Trip Logistics

Facilitator notes:

Session purpose: To describe the scope of logistical issues that must be carefully planned for a successful STM trip.

Key ideas:

- Careful planning prepares a team for any contingencies that may arise during the STM trip.
- The host receiver, or on-site coordinator, plays a key role in arranging for the on-field logistics.
- Construction and medical missions teams face unique challenges in cross-cultural ministry.
- Teams should consider the cultural value of planning some vacation time while in the host country.

A carefully planned and organized STM trip gives full attention to the range of logistical issues that characterize any STM trip. While the host receiver will have primary responsibility for most of the in-country logistics, the team leader must assume primary responsibility for the logistical concerns discussed in this session.

Additional resources for this session can be found on the Resource CD.

Documentation & Insurance

The most basic need is for proper documentation such as passports and visas. Each country of destination will have its own requirements. These can be learned by visiting the country website.¹⁹

Passports

U.S. citizens leaving the U.S. must hold a valid passport for departure and re-entry. The processing time for passports is variable, but individuals should allow 4 months minimum. Expedited service is available for rapid passport processing for an additional fee. Existing passports with less than 6 months until the time of expiration are not considered valid for country departure and re-entry.

Minors

Minors leaving the country without parents must have signed parental release forms. A sample guardianship form is included in the companion resource CD.

¹⁹ The U.S. website is: http://travel.state.gov/passport/passport_1738.html

Liability

Liability is another key concern by those traveling on STM trips. Liability release forms should be signed by each team member to free any sending entity from liability during travel. A sample liability release form is included in the companion resource CD. The team leader should review with the team the U.S. immigration and customs process and forms prior to departure. Samples of these forms are included in the companion resource CD.

Short-Term insurance

Other legal and insurance issues relate to trip and medical travel insurance. Trip insurance can often be purchased to cover any flight cancellation or baggage issues that may arise. Medical insurance can also be purchased to cover any health issues that may occur during travel and that otherwise would not be covered under individual health insurance plans.

Air and In-Country Travel

Air travel to and from the country of destination is typically the largest expense in the overall STM trip budget. The team leader should utilize a reliable travel agency with experience in travel to the country of destination. Inquiries should also be made with air carriers about allowances for any excess baggage or special items (e.g., medical supplies, equipment) the team may wish to transport. Travelers should also be aware of weight restrictions per piece of luggage. Such information can be obtained at the air carrier's website.

The receiver host can provide much valuable advice about making travel plans in general. Having someone "on the ground" in the host country to receive a STM team who also has knowledge and experience is a great asset in planning trip logistics. The receiver host will typically assume responsibility for making in-country travel and lodging arrangements that are mission-related.

Early in the planning process arrangements must be worked regarding the deposit of funds that are used by the host receiver to secure any travel or lodging arrangements. Any side trips for leisure may need to be planned by a travel agent or other person. This is generally not a responsibility of the receiver host.

On-Site Logistics

Project site logistics will typically be arranged by the receiver host. The vision for the project will have been mutually developed, involving the leadership of the STM team, the senders, the receiver host, and possibly the receiving community. The STM team and the receiver host must strategize on how best to involve the receiving community in the project. A general rule is to respect the wisdom of the receiving community and solicit their input in framing the project so that felt needs are met. Working with the local people can be a very effective way to build relationships and lay the foundation for long-term partnerships as discussed in Session 5.

Supplies for any project should be purchased in the local community to the extent possible. Tendencies by teams to bring in supplies (whether pencils, toothbrushes, etc.), even though they might be obtained *gratis*, must be considered very carefully. The goal is to promote local economic activity that in turn will provide needed jobs *and* build relationships for the host missionary. Projects must generally be avoided that displace local workers.

Construction Projects

Construction projects, as mentioned earlier, pose particular challenges for STM teams. These challenges relate to creating dependency, paternalism, and ownership. The planning of construction projects must recognize and appreciate the differences in cultures, as discussed in Lesson 4.

Many STM construction projects have failed in the past because of the tendency by STM teams to “over plan.” It is critical that construction project planning incorporate “flexibility.” Such flexibility must accommodate any necessary last minute changes to “the plan,” a host of unknowns, and weather conditions.

Specifically, materials, and not always the desired quality, may not be available where they are needed. And even if they are available in the local markets, the materials may not arrive on-site when needed or may not arrive at all. Electricity and water that may be needed for the project may not always be available.

The STM planners should make an effort to understand local customs and methods. The local wisdom and traditions must be respected. Success in STM construction projects means that the focus will be on the purpose of the mission and not the project itself.



Key Principle

Construction Projects – don't go too prepared

When planning a construction project, working with someone in-country and in whom you have confidence can be invaluable for the following:

- Getting the materials on-site before the team's arrival
- Facilitation of funds that are needed to pay for materials, food,
- Assessing as much information as possible regarding the tools that are
- Secure national workers whom the team will work on the project
- Secure national people to cook mid-day meals and teach the team cultural
- Be prepared to be patient - the project will typically take more time than you imagine

If possible, it is a great idea to send a few people on a vision trip to the site beforehand to scope out the project

Medical STM Missions

Another type of STM activity that needs some special consideration is medical missions. Such teams are typically quite diverse, depending on the skills of the participants and the purpose of the trip. These teams can focus on teaching/education, personal hygiene, veterinarian, physical therapy, chiropractic medicine, community health, or on very specific areas such as wheelchair maintenance.

While such trips demand a high degree of planning and professionalism in their conduct, such trips afford opportunities for virtually anyone to participate. Individuals who are helpers do not necessarily need medical training and skills, only a heart to serve with compassion. Furthermore, it takes little effort to make such outreach holistic because it is quite natural to address both the physical and spiritual needs of the whole person at the same time. It takes little effort to integrate prayer into such projects. Many suggest that the gospel be presented only after actually seeing patients.

Again, care must be taken not to disrupt any local health provider networks. Such trips need careful planning and coordination with local indigenous entities to ensure their acceptance and the possibility of building bridges for future partnerships. While doctors may not always be able to practice in the receiving host country, they can often serve as mentors and teachers. Also, such trips should be strategically planned with local churches that may have the opportunity and responsibility to follow up.

The powerful advantage of engaging in short-term medical missions is that they can address very real felt needs. Furthermore, opportunities for evangelistic outreach abound. Individuals will visit a medical mission project site out of curiosity if not need, affording a grand opportunity to share the love in Christ in both word and deed. Also, the team member interacting with the national may be the only medical professional person who will ever be seen.

Nurses and health practitioners with broad health training bring extremely valuable skills to such projects. Supplies and equipment can be left behind with a responsible entity if possible. The fundamental reality is the need to be flexible with respect to the on-site requirements for space, water, electricity, light, and the complexity inherent in cross-cultural communication.

Even with all the potential for great benefits, there are numerous minefields that await the unsuspecting, such as:

- The risk of actually misdiagnosing a problem—e.g. lack of familiarity with tropical diseases
- Actually harming someone physically (e.g., mislabeled medication or immunization)
- Having an undesired outcome that could preclude future interventions by a medical missions team in the future (e.g., violating local customs)
- When things go awry, this can reflect badly on the ministry of the local missionary

- Communication problems that lead to frustration of both the providers and the receivers of the medical care

In reality, a STM medical missions team cannot hope to satisfy all the physical needs of even the targeted receiving community. It is generally not possible to see all those who want to be seen and treated.²⁰

Some Practical Travel Tips

Following is a summary list of some practical travel tips that should be helpful in reducing anxiety for those who plan to travel and raising the likelihood of “success” in STM:

Cash & credit cards	Plan to use only cash in the Majority World, but inquire about using credit cards (and take only one). Take only what money you will need. The team leadership should be prepared with sufficient purchasing power to cover any unexpected expenses, such as fees for changes in the air travel itinerary. Take a money belt or something similar that well protects cash and other valuables.
Passports	The team leader should collect all passports on arrival in-country. Individuals should always carry a copy with them.
Photographs	Visitors should take and be willing to share photos of your family. This is a way to build bridges with the receiving people.
Prescription medications	Take prescription medicines in their original containers
Emergency clothing repair	Someone on the team should assemble and take a small sewing kit.
Snack food	Individuals should pack some snack food to cover the in-between meal times that can be quite unpredictable
Ipods, etc.	STM missionaries should not use electronic gadgets in a way that displays their wealth to those who have much less. Their use can erect barriers to building relationships.
Packing	In packing, take only what you need. Your receiver host will be able to provide helpful advice on your needs. Following on the above, pack lightly, taking a minimum amount of appropriate clothing and luggage necessary. Allow for space to bring back any gifts and personal souvenirs that are purchased in the country of destination.
Storage tips	Take some re-sealable plastic bags in different sizes. Travelers find these invaluable.
Musical instruments	Take a musical instrument if possible. Music is a natural way to

²⁰ For more on the challenges inherent in medical missions, see Laura Montgomery, “Short-Term Medical Missions: Enhancing or Eroding Health,” *Missiology: An International Review*, Vol. XXI, No. 3, July 1993, pp. 333-341. Also, much helpful advice can be found in: Peggy Johnson (ed.), *Health Care Ministries: Short-term Trip Manual*, Springfield, MO: HealthCare Ministries, 2005 (revised).

	cross cultures
Provisions for receiver host	Inquire if your host would like you to bring anything to him/her from the U.S. You might be surprised about the sort of items missionaries value but are not available in their host country.
Electricity/adaptors	Remember that voltage may be different. Thus, someone on the team may need to take a converter or adaptor.
Personal items	Take a washcloth, soap, and alarm clock
Luggage identification	Have all travelers use brightly colored yarn on their luggage. This will speed the retrieval of the luggage at baggage claim and other places.

How About Some Vacation Time for the Team?

Teams do not typically fundraise by announcing that the team plans to take some vacation time in some exotic area in the host country. But STM teams should seriously consider the cultural value of taking some time to see and experience different areas of the country. These are best done at the end of the STM trip and can provide an invaluable time for the team to relax, reflect, and de-brief prior to departure. These trips can enrich the overall STM experience.

With the logistical issues planned, the STM team is now ready for the in-country ministry.

Facilitator note:

Review the key ideas presented earlier in the session and in closing the session pray, if appropriate, thanking God for guiding the team in its preparations and praying that God would work out all the logistical details as planned.

Lesson 3 Understanding Poverty & the Poor

Facilitator notes:

Session purpose: To present an understanding of poverty and its implications for STM cross-cultural ministry.

Key ideas:

- Poverty is complex, being multidimensional in nature.
- Because of its nature, attempts to address poverty must be holistic.
- Those who work with the poor must avoid paternalism and creating unhealthy dependencies.
- The goal in working with the poor should be to develop long-term partnerships that build capacity that leads to greater independency.
- Those who engage in STM projects must be sensitive to the issue of ownership.

Understanding Poverty

One of the greatest challenges to ministering cross-culturally is dealing with poverty and the poor in a way that does no harm or at least minimizes the likelihood of doing harm. STM teams must be prepared to encounter the deprivations that come with poverty. Such preparation includes giving consideration to the following kinds of questions.

- What does it mean to be poor?
- What do the poor really need or want?
- Why do the poor have a low self-esteem?

Question & Dialogue



What does it mean to be poor? And how can a STM team possibly do harm?

[Encourage dialogue and probe responses with follow-up questions.] – 15 minutes

Participants in STM must go with a correct understanding and the right attitudes. A correct understanding of poverty and the poor must begin with Scriptural teachings. The Bible is replete with texts that demonstrate God's compassion for the poor. Following are a few examples:

- Isaiah 25:4—God is a refuge for the poor
- I Samuel 2:8—God's intention is to raise up the poor
- Proverbs 29:7—God calls for justice for the poor

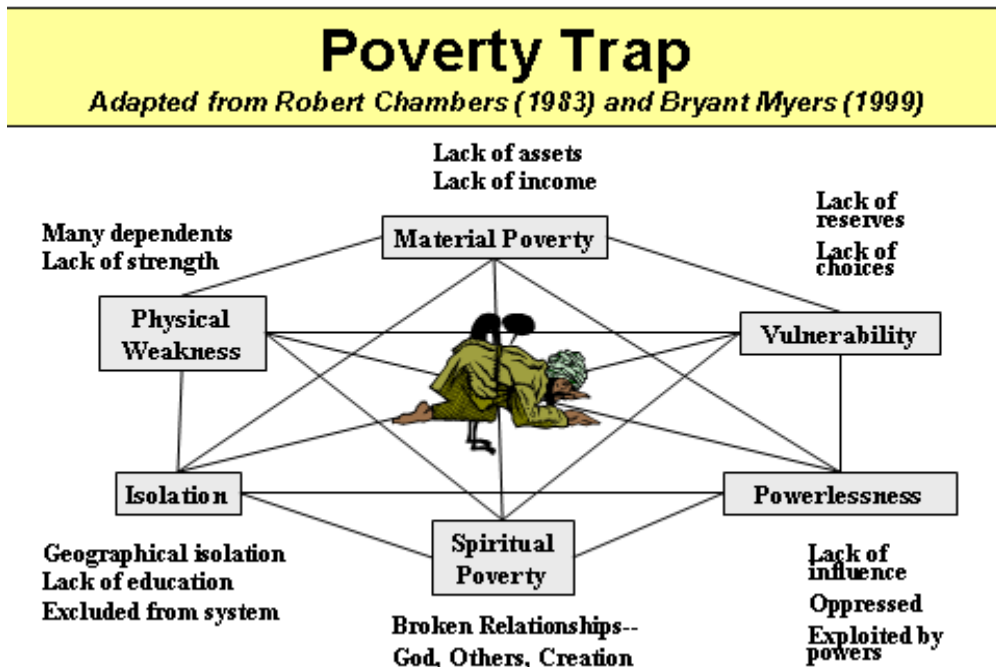
- Luke 4:18-19—Jesus came to preach good news to the poor
- Psalm 41:1—One who considers the poor will be blessed
- Deuteronomy 15:7-8—We are commanded to give to the poor and not harden our hearts

Those who participate on STM teams must reflect on the implications of the following:

- “We did not know we were poor until someone from the outside told us”
- “The poor seem so happy”
- Smiling people does not mean that they are happy or satisfied—cultural greeting
- Why do you think a poor person would sense powerlessness?
- Why do we Westerners often approach the poor with a god-like complex?
[Assumptions about what the poor need.]
- How can we work to empower the poor?

Understanding poverty is helped by considering what is called the “poverty trap” that ensnares the poor.²¹

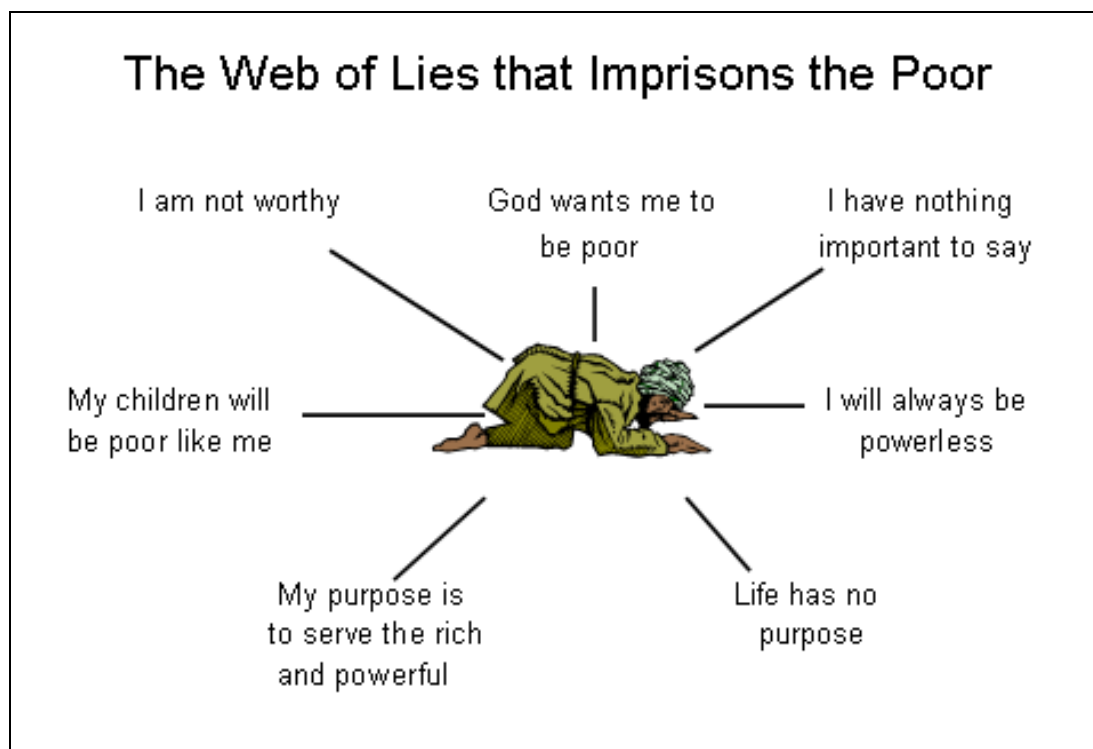
The first figure below illustrates the multidimensional aspects of poverty. This challenges our understanding that poverty is essentially material in nature or lack of money. Poverty is much more complex and has multiple dimensions—material poverty, vulnerability, powerlessness, physical weakness, isolation, and spiritual poverty.



²¹ Adapted from Robert Chambers, *Rural Development: Putting the Last First*, London: Longman Group (1983) and Bryant Myers, *Walking with the poor*, Maryknoll: Orbis Books (1999).

The implication one can draw from this figure is that any attempt to deal with poverty must be “holistic” in nature. Focusing on only one dimension will be insufficient. This has great implications on the wise use of money to help the poor which will be discussed shortly.

From this entrapment, it is helpful to see how the poor view themselves. The next figure shows a web of lies in which the poor are ensnared as well.



This figure lends insight into why the poor suffer from a “poverty of being” and why the poor typically see themselves as powerless. Because of these self-demeaning perspectives, the poor can oftentimes be easily manipulated and treated in a paternalistic manner without opposition. But is this just?

Danger of Paternalism and Dependency

Paternalism is a constant danger in the outreach of STM teams to the poor. Paternalism can be defined as habitually providing resources or assuming tasks a person can provide or do for himself/herself. Paternalism can easily result in developing an unhealthy dependency which can then unintentionally harm individuals and relationships.

We must ask ourselves: Why are those who go on STM trips often paternalistic? While it is often unintentional, many with a poor understanding of poverty take with them a “god-complex” that is rooted in pride and/or bigotry. They view their involvement as a

blessing: *“They can’t do it without my help.”* The poor, because of their “marred identity” and sense of powerlessness, defer to the STM visitors, thinking: *“I can’t do it without their help”* or *“I can get something for nothing.”* These are not views that short-term missionaries should want to reinforce or propagate.

Another issue of concern in STM is “dependency,” i.e. the state of relying on someone or something. The team member must understand that there are two kinds of dependency—healthy and unhealthy.

The Bible teaches there is a desirable dependency within the body of Christ, the metaphor being a human body that functions ideally when all the parts work together. A healthy dependency is characterized by reciprocity and responsibility. An unhealthy dependency, on the other hand, reflects the absence of these characteristics.²²

The problems with unhealthy dependency are as follows:

- Can lead to greater sense of powerlessness—another hand-out
- Can lead to a general passivity and lack of initiative
- Can lead to an absence of assuming responsibility
- Thus, the need to move toward more independency or interdependency

Even with the best of intentions “to help,” STM efforts have unfortunately created many unhealthy dependencies in the Majority World. And again, unfortunately, creating such dependencies is relatively easy to do. For example, there may be temptations to make an alliance with a “lone ranger,” an individual who acts alone with no accountability structure. Sending money to such individuals can result in misuse because of the lack of accountability. Another tendency is to finance pastors’ salaries and the programs of local churches in the majority world. Evidence suggests that such outside funding can hinder genuine indigenous growth. It is unwise to give resources based only on “need.” It is also unwise to underwrite 100% of a ministry’s needs.

Acts of charity can be dangerous, because givers can feel good about actions that actually accomplish very little, or even create dependency. - John Perkins

The goal, rather, should be to create healthy interdependencies where resources are shared, each partner’s perspective of God’s mission is expanded, and the unity of the Church is celebrated. The latter demonstrates to the watching world obedience to a higher law. Both partners in such a relationship will experience the joy of being a blessing.

²² Much of what follows in the remainder of this session augments material from Daniel Rickett, *Building Strategic Relationships: A Practical Guide to Partnering with Non-Western Missions*, Enumclaw, WI: Winepress Publishing, 2003. This is an excellent resource that is highly recommended.

Those who go on short-term teams should:

- Go with an attitude that they do not have all the answers
- Structure the team experience such that those who go become dependent on the local people in some manner
- Take an attitude of being a learner
- Understand that the purpose of STM is often to empower people and then get out of the way so as to avoid creating unhealthy dependency

Those who go on STM teams from the resource-rich West, such as from the U.S. and Canada, must be wise in introducing financial resources in resource-scarce environments. Such interventions:

- Can increase suspicion and competition among people in the host country, especially where certain target groups are intentionally selected to the exclusion of others
- Can allow existing resources in the receiving community to be diverted and used in destructive ways, e.g. alcoholism.
- Can distort local economic activities and reduce income and employment opportunities. These are great concerns with construction projects to be discussed in a later session.
- Can never be enough. While some may benefit, others will not because resources are always limited. Excluding some from receiving care by medical missions teams, for example, can create ill feelings.

The solution to the above concerns is “empowerment!” People can be empowered through well designed strategic partnerships.

“Sometimes, well meaning acts by short-termers can be a good experience for the team but a bad experience for the indigenous people.”
--Steve Saint

Other Dangers in STM

One of the critical aspects of STM projects relates to the question of ownership. In other words, STM teams must seek to undertake projects in such a way that the receiving community gains a sense of ownership. A particular challenge with regard to ownership is faced with construction projects. For example, if a STM team erects a building in an indigenous community, who “owns” the building?

Another danger of STM activities is the possibility of harming relationships within the receiving community. For example, adopting policies of solidarity or targeting outreach or aid with one group over against another in the same community or geographic area can contribute to jealousy and conflict. A particular danger is damaging relationships between the local church and recipients of ministry. To minimize the likelihood of doing harm, spiritual transformation must always be a core value in the ministry.

As has been mentioned, working with the poor to achieve development objectives is a huge challenge. Those involved in STM projects that seek to achieve such goals must understand that development is both a process and product. Implicit is the question: Do I do my STM project to, for or with the receiving community? Clearly, we want to do our projects **with** the receiving community.

In order to pursue development goals with the receiving community, they must be involved in the process as participants. A high level of participation by the receiving community can result in empowerment and capacity building as mentioned earlier. Having little participation can cause much harm.

Realizing a high level of participation by the receiving community is a great challenge and requires much hard work. Short-term missionaries engaged in such work must lean against any tendency to fall into the trap of “having all the solutions.” Ideally, solutions should come from within the community. Those who want to help must give more consideration to the resources and skills that the local people possess and that can be utilized.

Question & Dialogue

*Does this mean that STM teams should only go to teach and equip and “not do?”
Answer: ST missionaries should go and do those things that the indigenous people cannot do.*

[Encourage dialogue and probe responses with follow-up questions.] – 15 minutes

In conclusion, there are some common mistakes of which the visitor must be aware. They are:

- Assuming you think alike
- Promising more than you can deliver
- Having no explicit shared understanding of desired results or expectations
- Underestimating cultural differences
- Taking shortcuts
- Forgetting to develop self-reliance
- Running a race with no goal in sight—need an exit strategy

Now that the foundation has been laid for a STM trip, the leader begins the process of forming a STM team.

Facilitator notes:

Review the key ideas for the session and close the session with prayer, if appropriate, for an understanding of poverty and the poor and their needs and to have God’s heart for the poor. Pray for wisdom on where and how to develop long-term strategic partnerships that result in building capacity. Pray that the STM team members will go with the right attitudes, will be a blessing to the receiving community, and will be transformed as a result of the STM experience.

Session 4 Preparing for Cross-Cultural Ministry Part A

Facilitator notes:

Session purpose: To provide the tools and information needed for effective cross-cultural ministry.

Key ideas:

- Thorough training for cross-cultural ministry is essential for maximum positive STM impact.
- A key for effective cross-cultural ministry is the necessity to understand cultural differences and worldviews.
- Having realistic expectations helps minimize the degree of impact of culture shock.

Additional resources can be found on the Resource CD for Lesson 4

Cross Cultural Preparations

One of the first concerns normally addressed in planning a STM trip is how to prepare for the particular host country of destination, especially its culture. Typically, groups seek to understand the culture and its customs and courtesies, the people and their lifestyles, the history of the country, its economics and politics, travel possibilities, and the specific context in which ministry will take place.²³ Learning the language of the host country, even if only for simple conversational purposes, is also commonly high on the agenda of most teams.

Crossing cultural boundaries presents huge problems, even for the most experienced international traveler. Team members must be prepared for the challenges that will be faced in engaging a new culture. This is because each culture is unique. Individuals within any given culture share its values and traditions without even questioning them. And these values are oftentimes different from that to which we are accustomed. Individuals in any given culture carry their own “personal culture” that is shaped by values, life experiences, family history, education, and geographic setting. Thus, each person carries a cultural bias that impacts how different cultures are viewed and understood.

What is culture?

Culture is the sum of the distinctive characteristics of a people’s way of life.

It is critical to note that culture is not neutral. All cultures stand under the judgment of God and his word. Cultures are complex and not easily understood, posing significant challenges to STM teams that may visit a particular country for only 1-2 weeks. We must affirm, however, that culture is a gift from God. We are all shaped by our culture

²³ Much of this country-specific information can be obtained at the website www.culturegrams.com.

and carry “cultural baggage” wherever we go. Good training will help greater self-awareness of our biases as we go.

One aspect of the training is to help those who go understand more clearly the importance of worldview and the fact that people in different cultures hold different worldviews. Encountering a different worldview inevitably produces stress and confusion. Each group member will be challenged with questions that inevitably will force some reflection on a person’s worldview, i.e., how an individual understands the world. It is important to recognize that each person has a “set of eyeglasses” that is used to understand and judge reality. Such is our worldview.

Key Principle
Be open to mystery when crossing cultural boundaries.

The following table illustrates different worldviews. Individuals in the U.S. often stereotype individuals from other cultures who, in turn, have their own stereotype of U.S. inhabitants.

U.S. View of Majority World People	Majority World View of U.S. People
▪ Lazy	▪ Aggressive
▪ Inefficient	▪ Preoccupied with tasks
▪ Emotional	▪ Harshly pragmatic
▪ Slow and unmotivated	▪ Tense & pressured
▪ Rooted in traditions	▪ Discontented & lonely
▪ Corrupt leaders	▪ Corrupt leaders
▪ Naïve	▪ Educated
▪ Strongly interdependent	▪ Strongly individualistic
▪ Spiritual	▪ Materialistic

While such stereotyping may be common, it creates images in our minds that need to be challenged. Otherwise, our “lenses” will inevitably result in a lack of understanding, a critical spirit, poor communication, frustration, and possibly interpersonal problems. All of this will result in a cross-cultural experience that is far from our hopes and expectations of the overall vision for the mission.

There are some basic rules that must be understood in entering and engaging another culture:

1. We are all products of our cultural heritage which dictates how we understand and how we interact with others.
2. We tend to think that everyone else sees (understands) and interacts with the world the way we do.
3. Holding a different worldview strongly and without examination can lead to quick judgment.

4. The traveler must consciously withhold judgment and ask questions in an effort to understand better.
5. With understanding comes the joy of bridging cultures for the goal of ministering cross-culturally as well as simply enjoying the wonder of a new encounter.

Understanding cultural distinctive reinforces the hope for maximum STM impact. While cultural distinctives are legion, some of the most important ones are as follows:

- Language
- Attitude toward time, routine, schedule—clock vs. event time
- Attitude toward space and property
- Attitude toward use and sharing of resources
- Thought processes—linear, logical
- Role of family, kin, community—task vs. relationship
- Attitude toward work and division of labor
- Gender—different modes of speech, dress, and conduct
- Modes of learning—by observation, modeling, or instruction
- Food
- Sanitation, hygiene
- Humor and games
- Beliefs, health procedures, social conflicts, resolving disputes
- Acceptable spatial distance when in dialogue with another person
- Uncertainty avoidance

Whole Group Activity

Issue: People value time differently.

Ask participants to go to one of three different locations in the room. Ask: How long would you wait for someone to meet you at Starbucks? If 15 minutes or less, go to location 1 in the room. If up to 30 minutes, go to location 2. If 60 minutes or more, go to location 3.

Note: People in the Majority World have an attitude toward time that is different from us in the West. Clock time is much less important than event time.

Those engaging in cross-cultural ministry must seek to learn as much as possible about these distinctives in their country of destination. Obviously, having the counsel and input from others who have traveled to the same country would be a great asset in the training.

Inevitably, each of us will go into another culture with certain “blind spots.” To the extent possible, these cultural potholes should be avoided. Common blind spots include the assumption that “our way is best.” Our cultural blinders restrict our view, resulting in the potential to be judgmental. Another very common blind spot, especially

by those from the U.S., is “time is money.” Another is the danger of generosity in addressing the needs of the poor.²⁴

First, consider “our way is best.” Taking such a bias into another culture tends to destroy any sensitivity to legitimate cultural differences and can easily result in a judgmental and critical spirit. Furthermore, such a bias can result in what has been identified as a “God-complex” characterized by the knee-jerk reaction that “this is what you need!” Underlying such a belief is the nagging question: “Why can’t they be more like us?”

Another major cultural difference surrounds our understanding of time and its importance. Our obsession with time in the U.S. has resulted in the accumulation of a large number of folk clichés and proverbs.²⁵ Some are:

- Time is money
- Making every minute count
- The sooner the better
- No time like the present
- Now or never
- Opportunity only strikes once
- Make hay while the sun shines
- He who hesitates is lost
- The early bird catches the worm
- Make it short and sweet

These are folk beliefs that go unquestioned as generally accepted rules for living. The problem herein is that taking an obsession with time into a culture that values time differently can result in a “spirit of urgency,” an emphasis on “doing,” attitude of control, unwillingness to collaborate, impatience, a demand for measurable results, and an undue emphasis on efficiency. Such behavior and attitudes can quench the Spirit of God who may be doing something new within the individual.

It is always helpful to identify beforehand the challenges that will be faced when doing something new and different, such as when engaging in cross-cultural ministry. The biggest challenges in STM have been identified as:²⁶

- Communication
- Misunderstanding
- Personality conflict
- Poor leadership

²⁴ For a helpful resource on this topic, see Stan Nussbaum, *American Cultural Baggage: How to recognize and deal with it*, Maryknoll: Orbis Books, 2005. www.maryknoll.org.

²⁵ For an extensive list of these clichés and proverbs, see Stan Nussbaum, *American Cultural Baggage: How to recognize and deal with it*, Maryknoll: Orbis Books, 2005. www.maryknoll.org.

²⁶ See the excellent book by David Livermore, *Serving with Eyes Wide Open: Doing Short-Term Missions with Cultural Intelligence*, Grand Rapids: Baker Books, 2006. www.bakerbooks.com.

- Bad teamwork

The good news is that proper training will help minimize these challenges. Rigorous preparation in both team-building (Session VII) and in cross-cultural ministry is, therefore, essential.

Some suggested guidelines for crossing cultural divides follow:

- Understand that it takes time to understand a different culture.
- The STM visitor should first look for common ground or similarities.
- Use caution in (over)interpreting nonverbal behavior. Such can be easily misunderstood.
- It takes longer to discern differences. So be patient.
- Beware of creating stereotypes. Cultures are different and individuals within a culture are different.

As mentioned above, one of the major challenges in cross-cultural ministry is communication. Even without a shared language, effective communication (what is both said and heard) requires much effort and care. For example, attempts to use humor as a way to communicate may not cross cultures without misunderstandings. Attempts to use self-effacement or self-aggrandizement can also backfire. Other minefields relate to approaching conflict situations, dealing with the opposite sex, relating to authority figures, and using body language—pointing, talking with hands in pocket, etc.

How we respond to and interpret cross-cultural experiences will largely determine the degree of blessing that can be derived from a STM trip. The wise STM traveler will consciously attempt to switch from passive to active in interpreting what is going on around them. The key is: awareness. As the visitor interprets, he or she can adjust the knowledge gained. The result can be a questioning of previously held assumptions. It is critical that the traveler set aside time for reflection for this purpose. The benefit of this reflection can be maximized by journaling—pre-field, on-field, and post-field. (To be discussed especially in Lesson 5.)

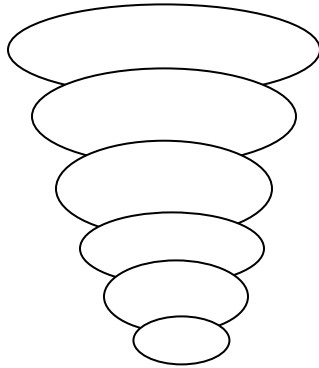
Patience and perseverance are qualities that should be sought by STM travelers. Visitors must seek the capability to “hang in there” through cultural differences. One can either adapt to the new situation or isolate oneself. A key danger is to focus solely on task and to miss the other blessings God has planned. As mentioned earlier in the manual, our motivation for going shapes our cross-cultural engagement more than anything else.

Even experienced travelers are often confronted with the harsh reality of “culture shock.” An experienced person in missions defines culture shock as “when you experience frustration from not knowing the rules or having the skills for adjusting to a new culture.”²⁷ Such shock is the reaction to the incongruity between your culture and

²⁷ Duane Elmer, *Cross-Cultural Connections*, Downers Grove, IL: InterVarsity Press, 2002.

one you are experiencing. Resulting typical emotions are embarrassment, disgust, fear, helplessness.

Proper training can help the STM traveler deal with the reality and inevitability of culture shock. A not uncommon paradigm for responding to culture shock and that leads to isolation can be displayed as a downward spiral:



“The more we retreat from the culture and the people
the less we learn about them;
the less we know about them
the more uncomfortable we feel among them;
the more uncomfortable we feel among them,
the more inclined we are to withdraw.”

STM team members must be equipped to deal with culture shock. The following guidelines will assist the individual to persevere and engage the new culture in order to fulfill God’s purposes for the mission:

- Be intentional in making choices to understand and adjust to the new context
- Suspend judgment as a general rule, seeking to simply identify cultural differences
- Discuss your questions and confusion with your team members, host missionary, and other expatriates. De-briefing can play a critical role here (see Session XII)
- Journal to help process your thoughts and what you are observing and learning
- Try to learn even a little of the local language
- Be an inquirer, listener, learner
- Examine your expectations—be realistic about what you hope to accomplish

Having realistic expectations helps prepare one for cultural differences while protecting the STM goer from major disappointments. Realistic expectations can help minimize the impact of culture shock and the frustrations that accompany it. One of the purposes of good preparation and training is to help shape expectations such that they mirror reality more closely in areas such as:

- Local people’s feelings about the U.S.
- Accommodations
- Food
- Personal hygiene and sanitation
- Noise
- Time
- Transportation
- Ability to communicate

Cross-Cultural Behavior

Visitors to a new culture will be evaluated and judged by the receiving community largely by their behavior. To the extent possible, travelers need to be circumspect about their behavior in a number of areas. Some examples of cultural issues and guidelines for behavior are listed below.

Cultural Issue	Guideline
Age	Show respect for older people
Hierarchy	Show respect to leaders—listen & learn
Gender	Understand norms for relationships & greetings. Observe local practices.
Gestures	Seek to understand what is practiced and what is acceptable
Dress	Dress modestly, adapt to conventions (e.g. wearing shorts, pants)
Formality	Present yourself according to your position
Conversation Style	Take care in the use of metaphors, direct vs. indirect communication
Group Presentation	Be tactful instead of noisy & showy. Speak softly.
Values	Learn what is acceptable and what is not
Possessions	Take only necessities
Time	Go with the flow—understand event vs. time orientation in different cultures
Groups	Community may be more important than the individual
Anger	Oftentimes this should not be expressed publicly
Food	Eat unless directed otherwise and pray for God's protection
Failure	Can be perceived as a weakness, made vulnerable. Sometimes avoid confrontation.
Gift Giving	Need to know how to give and receive gifts
Money	Use with great care. Always the danger of doing harm
Promises	Beware of making promise

Lesson 5

Preparing for Cross-Cultural Ministry

Part B

Facilitator notes

Lesson purpose: Continuation of information needed for effective cross-cultural ministry.

Key ideas: An understanding of Spiritual Warfare is important to the success of mission.
The objective is to go prepared and to return prepared, thus the importance of preparing for re-entry.

Language

If your team travels to a non-English speaking country, the inability to communicate with those in the receiving community can be a huge frustration. However, steps can be taken during the preparation and training to bridge the gap somewhat. Individuals should learn conversational phrases, practicing them during the preparation process. Virtually everyone can learn 20 phrases and key vocabulary before a STM trip.

Similarly, the team as a whole should learn a song in the language of the host receiving country. Such can be performed at the host mission or in a local church. Such an exercise helps to enter the world of the receiver hosts, demonstrates respect for the people and their culture, and can serve as an important bridge in building relationships. The general rule throughout this process is: Be patient! Learning a language is difficult. The learner must practice, practice, practice.

Once on the field, the short-term missionaries must not be fearful of trying to speak the language. He or she must be willing to get out of his or her comfort zone. One must lean against any tendency to isolate oneself because of embarrassment and must be willing to laugh at oneself.

Taking Photos & Using Media

Another area where the traveler needs to be particularly sensitive is in the use of cameras and other video recorders. Photos and video clips are invaluable in documenting the experience of the STM trip and can be used effectively to report back to supporters on return. However, the STM visitor must always be mindful of people's privacy and show proper respect. This means that photos should be taken only with permission or when the context is such that you do not interfere directly with a person's privacy.

Children generally like to have their photos taken. Using digital cameras permits the sharing of the photo with the person photographed. This is especially welcome by

children. As another general rule, photos should not be taken of security people or places under security protection.

It is highly recommended that STM teams plan beforehand to document their trip by taking photographs and video clips that lend themselves to the production of a DVD. Such a tool can be easily used to document the trip and communicate stories. An individual on the team should assume primary responsibility especially for video recording. That individual should be well acquainted with the use of the camera well before departing for the field.

It is critical that STM guests understand that they are outsiders and have come to learn. Such an attitude will help develop trust in the receiving community. The receiver host should play the key role in seeking permission for using cameras through established relationships. It is important that the guests be straightforward in describing their purpose for being there and their desire to take video clips and photos.

Traveling with a cultural insider is critical in navigating cultural differences and building trust. Knowing as much about the culture as possible is extremely helpful in interpreting what you are documenting. Practically speaking, those taking photos or video should move about with their equipment exposed. In other words: Be transparent in your intentions. Individuals should also be dressed appropriately. And as a general rule, consider not paying to film but do offer to buy something in exchange if necessary.

Caution: Be particularly sensitive in taking photographs of the poor. Lesson 3 addressed the fact that the poor have low self-esteem. Making them an object of a photograph can translate into “the commoditization of the poor.” Such can occur when a poor person feels “used” instead of respected as a fellow human being.

Medical and Health-Related Issues

Another major concern by travelers to the Majority World is personal health. Legion are the stories about “Montezuma’s Revenge” and other debilitating effects of consuming food and water foreign to our body’s natural resistance.

The most important thing is to be prepared. The team leader should have medical information for each team member. Such information should, of course, be held in confidentiality. Advice should be sought on recommended immunizations for travel to the country of destination at least 4 months before travel begins. Teams must plan ahead, given the timing sequence required by certain immunizations.²⁸

Team leaders should also ascertain what medical-related skills are on the team. Even with the presence of someone with medical training, teams should consider obtaining some form of medical and travel insurance.

²⁸ Recommendations about immunizations can be found at www.cdc.gov/travel. Your receiver host should also be able to provide advice.

While medicines are often available over the counter in many countries, travelers should take any necessary medications with them. Some additional basic medicines to take include Imodium or Pepto-Bismol for stomach and diarrhea problems. Motion sickness pills should be taken along if driving in mountainous regions is planned. Something for headaches should be carried along as well, especially if the team is traveling to areas of high altitudes. Someone on the team should be responsible for assembling and taking a first-aid kit.

Following are some basic health and sanitation guidelines for the time in the host country:

Drinking	Drink only bottled drinks—no tap water (even for brushing teeth). AVOID ICE.
Hydration	Always carry bottled water with you and drink a lot
Eating	<ul style="list-style-type: none"> ▪ Eat what your host recommends and at restaurants he or she recommends ▪ In general, eat only cooked foods ▪ In general do not eat raw fruits and vegetables unless washed in a Clorox solution ▪ Do not eat off the streets (even though it smells “soooo” good) ▪ Pray for God’s protection—be willing to take some risks at the counsel of your receiver host
Personal hygiene	<ul style="list-style-type: none"> ▪ Wash hands frequently to minimize any bacterial contamination ▪ Carry antibacterial jells and alcohol wipes

Security & Safety Issues²⁹

As in any unfamiliar place, normal precautions should be taken to ensure safety. Your receiver host can help provide any appropriate specific guidelines. Seasoned travelers recommend the following:

- Travel in groups and where it is safe
- Keep billfolds and purses well protected
- Do not leave anything in unattended vehicles
- Take only what money you will need
- Do not go alone to an ATM to withdraw money
- Be willing to give up your money if robbed
- Be alert with backpacks—do not carry on back in crowded places like market areas
- Use only official transportation—busses, radio taxis
- Carry with you a copy of your passport after arrival in country
- Do not be hesitant to ask your host questions

²⁹ Information about any travel advisories can be found at http://travel.state.gov/travel/cis_pa_tw/tw/tw_1764.html.

- Keep with you at all times contact information—host, lodging, embassy
- **BE ALERT AT ALL TIMES**

An unfortunate necessity for STM teams is to be prepared for crisis when in the country of destination. Unforeseen events can and do occur. The well equipped team leader will have at least considered the possibility of such contingencies. Crises can occur within the team itself or they may be totally external uncontrollable forces. The major categories of crisis are as follows:

- **Political**—civil unrest that may result in travel restrictions, incarceration
- **Accidental**—illness or some medical emergency, death
- **Personal**—rape, immoral behavior
- **Natural**—floods that restrict travel, earthquakes, hurricanes, etc.

Preparing for Re-Entry

Planning for re-entry is another critical component of the pre-field preparation process. Beginning such planning before actual departure helps create and shape expectations. Planning for re-entry actually continues when on the field in the host country. Preparing for re-entry is undertaken in the different stages of the STM process:

- *Pre-field training*—this connects the actual training to returning
- *On-field de-briefing*—this connects the learning to returning
- *Post-field de-briefing*—this connects the training, on-field ministry, and subsequent processing of what was learned
- *Follow-through*—this is the culmination of the preparation for re-entry in that it connects the senders and receiver hosts with those who went

Planning for re-entry helps maximize the long-term benefits of STM trips. This must not be an afterthought; rather it must be planned. One of the early steps in this process is for each person on the team to conduct a personal pre-trip assessment. This is an opportunity to reflect on the motivation for going, expectations, and fears and concerns. Such can provide information that can be compared later with post-trip evaluations to gain insight into impacts, issues, concerns, and opportunities. [A sample pre-trip assessment form is included in the companion resource CD.]

Small Group Activity

Question: What kind of information should be solicited from each team member in a pre-trip assessment?

[Afterwards, a spokesperson should share the group's discoveries.] – 15 minutes

Facilitator note:

Review the key ideas identified earlier in the session and close with prayer, if appropriate, thanking God for his creative wonder expressed in the peoples of the earth and their cultures, asking for wisdom as teams are prepared and travel cross-culturally, that they will be a blessing to those who receive them and they will be increasingly transformed into the image of Christ. Ask for God's protection for those who go, that they would be kept healthy and safe. Pray the Lord would help the team members to learn the language, have realistic expectations, and would be able to adapt to the new culture of engagement.

Lesson 6 In-Country Ministry

Facilitator notes:

Session purpose: To describe the scope of in-country ministry issues that need to be anticipated in order to maximize the overall impact of the STM trip.

Key ideas:

- In-country team meetings should be held routinely for purposes of holding devotions, daily briefings and de-briefings of each day's experience.
- It is critical the short-term missionaries go with the attitude of a learner. Team members must see themselves first as ambassadors for Christ and second as a STM member.
- People must take priority over any STM project.
- Communication is more than being able to speak the language.
- Short-term visitors must take great care in making promises that cannot be kept.
- De-briefing prior to departure must be a priority for the STM team.

Once the STM team has been adequately prepared, they are ready to engage in cross cultural ministry in their host country. While in-country, it is critical that the short-term missionaries remember that their sending supporters are still engaged in their mission. Prayer supporters are still praying and communication supporters are eager to hear feedback on what is happening. Through it all, team members must remember that they are now under the authority of the receiver-host missionary or other local mission representative.

It is helpful for those who go to:

- | | |
|------------------|------------------------|
| ▪ Go expectantly | ▪ Go humbly |
| ▪ Go trusting | ▪ Go with thanksgiving |
| ▪ Go prayerfully | ▪ Go empowered |
| ▪ Go alertly | ▪ Go with flexibility |

In like manner, the guests should consciously adopt a set of attitudes that will contribute to maximizing the impact of the mission. Specifically, such attitudes should include:

- Humility
- Patience
- Brokenness
- Servanthood
- Forgiveness
- Learner

The short-term missionaries should leave behind attitudes that will detract from the success of the mission. These attitudes include a sense of:

- Ethnocentricity: seeing one's culture as superior over another;
- God-complex: the assumption that "I have what they need;"
- Superiority: elevating one's position relative to the receiving people, given one's education, wealth, experience, etc.

An attitude that will add to the success of the mission comes from St. Ambrose

"When I am at Rome I fast as the Romans do; when I am at Milan I do not fast. So likewise you, whatever church you come to, observe the custom of the place."—St. Ambrose 337 – 397 A. D.

Some principles that should be helpful in undertaking STM are:³⁰

- God is a lot bigger than your ST mission trip
- Stop petting the poor
- Be yourself
- Seek to understand
- Question your assumptions
- Try, try again
- Actions speak louder than words
- In sharing the gospel, give up trying to see who's in and who's out
- Incorporate short-term missions as part of your seamless missional journey
- Love God and love others

In Country Arrival

Once you have arrived in your host country your team will typically complete immigration and customs forms. Some countries require these forms on departure as well. Take care to safeguard any forms left with you by the immigration authorities as these may be needed for departure.

Always be polite and courteous with the immigration officials, even though you may arrive tired and may be frustrated by the inability to understand and communicate. If traveling a great distance, many will experience and should expect "jet lag."

The STM team can make a statement on arrival at the airport as to its purpose by gathering and offering a prayer of thanksgiving and for God's blessing during the upcoming journey. The evangelistic outreach of the team has begun.

³⁰ David A. Livermore, *Serving with Eyes Wide Open*, Grand Rapids: Baker, 2006.

The team will be greeted by the receiver host who will assist in escorting the team to the site of lodging. At some point, the receiver host should provide an orientation. This will be the first of a series of on-field meetings.

The most fundamental orientation relates to lodging arrangements, meals, and other on-field logistics. The orientation can serve to remind the guests about issues discussed in earlier training sessions, such as guidelines related to security and safety, food & drink, personal hygiene, communication, and money management. The initial orientation also provides an opportunity to provide more specific host country information that may be of interest.

Other critical meetings include daily briefings and devotions. All these meetings serve to reinforce the team-building process while helping to navigate the unexpected changes that characterize cross-cultural experiences. Such meetings also provide a forum for mutual encouragement and support as well as teaching opportunities. It is in the context of such meetings that the STM missionaries will continue the process of adapting to their host culture.

Key Principle

The schedule for in-country ministry must include regular de-briefings and devotions which are essential to maximize long-term impact.

Daily briefings are also essential tools for ensuring an orderly flow of activities. These meetings provide a forum to discuss any particular issues and concerns, the schedule and logistics for the day, project site orientation, the plan for the next day and, of course, a time of prayer for God's protection and blessing.

Another critical component of on-field ministry is the daily de-briefing. De-briefings are also held post-field (to be discussed in Session XIII). These de-briefings are central to ensuring maximum long-term positive impact on all participants and must be faithfully scheduled. These de-briefings are so important because of the opportunity they afford for STM team members to process their ongoing experience and to grow spiritually. Consider inviting the host-receiver to participate in these meetings.

Daily on-field de-briefings at the end of the day should seek to allow sufficient time for each member to reflect on the following kinds of questions:

- What really touched me today?
- What am I learning about God (and Satan)?
- What am I learning about God's mission in reconciling all things to himself?
- What am I learning about other people and cultures?
- What am I learning about myself?

It is essential that each team member be given the opportunity to share his or her observations, questions, and thoughts. Not each comment needs to be evaluated or responded to by another team member, much less the team leader. The role of the

team leader is to seek to draw out those who may need a little prodding or encouragement to share. This should be a relaxed time, permitting the Spirit of God to move and work in the hearts and minds of all. On completion, allow a time of conversational prayer, encouraging members to pray for one another.

Daily devotions should also be scheduled. These help ensure that the focus of the STM trip remains on God and his purposes and not on the team. It is a time of community worship as well as spiritual growth. Worship must be a priority for the STM team. Such worship can help break down strongholds in individual's lives as well as in the receiving community where the ministry is taking place. If possible, the team should celebrate the Eucharist. Responsibilities for leading the devotional time can be rotated among team members with assignments given beforehand by the team leader. The goal is to engage actively all team members in the devotional time. Some devotional materials are included in the companion resource CD.

Journaling

Journaling has long been hailed as an important tool for spiritual formation of the believer's daily walk. The team leader should strongly encourage team members to journal. Such journaling helps the individual process the cross-cultural ministry experience and refocus spiritually. Such can foster increased faith and intimacy with God. Journaling can contribute directly to both on-field debriefings, as well as aid in the re-entry process in communicating the STM experience (to be discussed in the next session). Furthermore, an individual's journal may be a blessing to someone else along the way.

Following are some simple guidelines for journaling:

- Ask God to help you—pray
- Write for yourself/your relationship with God
- Be honest with yourself—it is your journal!
- Write in a manner that expresses who you are—it is not written for anyone else
- Be consistent yet flexible—dedicate a daily time if possible

Journaling can take many different shapes and forms, but can include descriptions of or thoughts about:

- Experiences & observations, exciting events
- Joyful things
- Frustrations and sadness, nagging questions
- New friends
- Specific people encountered along the way
- God's handiwork in others
- God's faithfulness in his promises (Ps. 143:5)
- Self evaluations—values, biases, reaffirmations

It is important to know that there is no one way to journal. Some individuals journal in a way that essentially is a dairy of daily events. Others write poetry such as in the format of a Psalm to express their deepest thoughts and emotions. Others write prayers or cite a verse of Scripture that helps connect the individual with the current reality and Scriptural principles.

Key Principle
Journaling can be an extremely valuable tool to maximize the impact of STM.

Team Leader's Responsibilities in the Host Country

The challenge of being a team leader continues in the field. He or she serves as the team's liaison with the lodging host as well as with the receiver host. The leader has a responsibility to keep the team members informed about all aspects of the in-country ministry and logistics. He or she establishes schedules for devotions, activities, debriefings. The team leader must also be wise to take the initiative to ensure that the team has sufficient "down time." On arrival, many teams are eager to hit the ground running, when in fact it would be more prudent to allow time to acclimate to the new surroundings and to get physically and emotionally recharged.

The team leader must also keep watch over the team dynamics and individuals in order to identify any issues and concerns, especially the need to resolve any conflict. The leader must be prepared to deal with any on-field crises. Ultimately, the team members must trust in the Lord and his watchcare and provision. The leader must maintain clear communication with the receiver host in order to learn about any issues or crises that may arise and impact the mission.

Of particular concern to the leader will be the team dynamics. There are many sources of possible conflict among members. They include: misunderstandings; differences in values and/or goals; competition over resources or roles to play in the ministry; sinful attitudes and desires; stress caused by change; or simply Satan stirring the pot.

The Biblical perspective on any conflicts or other challenges must be held. See, for example, James 1:2-3:

"Consider it pure joy, my brothers, when you face trials of many kinds because you know that the testing of your faith develops perseverance."

When necessary, the team leader should defer to the team covenant that each member affirmed earlier. Following are some guidelines that can help preserve team unity:

- Love above all—value differences of one another
- Grow spiritually as a group
- Don't ignore problems
- Be willing to confess to one another and ask for forgiveness—accept blame

- Be willing to forgive and accept forgiveness
- Confront one another in love
- Recognize the authority of the team leadership
- Have a servant heart to one another
- Share with one another from your heart

STM teams must be prepared to practice Biblical principles of peacemaking and conflict resolution.³¹ Three key principles are:

- *Overlook an offense* (Proverbs 19:11)—this is a form of forgiveness and requires a deliberate decision
- *Reconciliation* (Matthew 5:23-24)—confession must sometimes come first, followed by loving correction and then forgiveness
- *Negotiation* (Philippians 2:4)—look for a settlement to satisfy legitimate needs

Culture & Ministry

Travelers will recall the earlier training that entering another culture is all about encountering differences, all day every day. Thus, the STM visitor must be prepared for culture shock. Observed values may often conflict with yours. On particular note is the challenge of encountering poverty. Such an encounter can be emotionally overwhelming for many. Many are typically confused about why things are the way they are and why some things are done the way they are. The burden of such confusion may be compounded by physical stress and exhaustion.

It is important that when the short-term missionary encounters a different culture, he or she must consciously determine to label differences as simply that—differences—rather than as “right-or-wrong.” Such an attitude helps relieve the individual from the stress of dealing with so much that is considered to be wrong and that naturally lead to negative judgments. And by doing so, interactions with the receiving community will be more open to the possibility of learning the tapestry of the culture and about God’s work in new ways. Practicing acceptance and trust will make it easier to keep fear and suspicion under control.

Observed cultural differences must not prevent the short-term missionary from engaging the host culture. To maximize the benefit of a STM trip, the visitor must consciously decide to experience the culture to the degree of fullness that is possible. Exchange insights and love with the nationals and try to expose others to what God is doing, all of this to build the kingdom of God in all its fullness.³²

To engage the culture must be a conscious decision. Here are some recommended actions to take:

³¹ An extremely helpful resource is *The Team Peacemaker: Dealing with Conflict on a Short-Term Mission Team*, Billings, MT: Peacemaker Ministries, 2004. www.HisPeace.org. This booklet comes with a resource CD.

³² See *Stepping Out: A Guide to Short Term Missions* cited earlier.

- STM teams should attend a local church service that is conducted in the native tongue. This will give insights into how others in the wider family of Christ worship.
- In general, eat the local food and avoid international chain restaurants
- Walk and observe—take time to listen and absorb
- Attend a local cultural event if possible—fiesta, folk music concert, soccer game, Saturday market, etc.
- Take a bus (but be prepared for an adventure)

In conclusion, in order to maximize the blessings of the cross-cultural experience:

- Ask lots of questions—be a learner
- Explore the work of the receiver host so that you will be able to describe it to others
- Learn about the assets and resources of the ways God has gifted the receiving community
- Be willing to serve—have a servant heart
- Be willing to confess when you have done something wrong or wronged someone
- Be slow to make judgments
- Recognize who is in charge
- Think relationships, relationships, relationships

Key Principle

People should take priority over task in cross-cultural ministry.

One of the great challenges in cross-cultural ministry is how to interact or behave in ways that are culturally appropriate and meaningful. As mentioned earlier, the visitor will largely be judged on his or her behavior. The wise short-term missionary will observe and learn as much as possible in order to adapt consciously and avoid any faux pas. The visitor must practice, practice, practice.

Key Principle

STM members should see themselves first as ambassadors for Christ and second as a STM member.

Communication will always remain a key challenge for most short-term missionaries. But it is important to remember that people communicate in ways other than using words. Means of communication include actions such as hugs, smiles, handshakes, gestures, games, crafts, and prayer. Even without the capability to speak the language all visitors can bridge the communication gap utilizing one of the above approaches. And we do this all the time without even thinking. The above also reinforces the importance of our behavior. Another way to communicate is through the arts. They provide creative ways to communicate—drama, puppets, dance, song, and music. Furthermore, it is quite easy to communicate with most children.

Key Principle
Communication is more than being able to speak the language.

Some STM teams adopt evangelism as their mission. Fortunately, there are many different ways to communicate and share the gospel, even for those who feel ill-equipped or shy. As mentioned in Session XI, sharing one's personal testimony can be very effective as a way to share the gospel. Other approaches include:

- Jesus Film which is now in over 700 languages
- Evangecube that presents the story of salvation in a visual way
- Salvation bracelets
- Wordless book that uses colors to communicate the gospel
- Tracts, books, Bibles

Only our creativity limits the possibilities. But clearly, those who share the gospel must be sensitive to individuals and their context. The evangelist must also be prepared for different reactions to the gospel message. It is always best to try to contextualize the message for each culture. For example, in Latin America, a major issue that should be addressed directly is "salvation by works." Again, however, the idea is to keep the message simple and straightforward. The translator will remove any words that do not communicate well. Your responsibility only is to be faithful and leave the results up to God. Often our evangelism is simply one of planting seeds to be nurtured later by others. In other words, individuals may not actually "pray the prayer."

The goer-guest must understand that the local people will be curious about you. Thus, take the initiative to greet them and bless the people you meet. Respect every person as being created in the image of God. If possible, plan relaxed time with the local people, especially to share a meal.

Another major challenge that relates to ministry to the poor is how to use money and gifts wisely in the STM outreach. The visitor, especially from countries like the U.S., must understand that you are perceived by the locals as having wealth and that you have likely come to share that wealth with them. Remember that the goal of the mission should be to empower people and not make them dependent or to do harm to their sense of self-esteem. Thus, great caution and wisdom must be exercised in giving money and gifts, whether people ask for such or not.

As a general rule, it is best not to give any gifts, except through any authority channels. And these should be purchased locally to augment the economy. In general, do not give to beggars or children. One reason not to carry any money with you is that you will not have to weigh the decision of whether to give or not. Children are often "used" by nationals to solicit from foreigners. Any remaining financial resources at the completion of the trip can be deposited with the receiver host or local mission for their use.

Souvenirs should be purchased in the host country and brought back home to share with your senders and supporters. Use these to set up a display at your local church

that will serve as a reminder of the partnership that has been established in another country. Consider the purchase of a substantial gift for the local church, e.g. a painting, wall hanging, or a piece of pottery.

The compassion that many STM visitors have for the poor and disenfranchised often leads to making promises that are not or cannot be met. There is the tendency to get caught up in the moment in the emotion of an outreach of mercy or a hug by a child to promise to keep in touch, to visit again, to send photos, to send money, or to have them come to the U.S. for a visit. STM missionaries should take care to make any promises and then only with great confidence that they can be fulfilled.

Key Principle

Beware of making promises to the receiving community that cannot be kept.

A visit by a STM team affords a unique opportunity to develop and nurture relationships with in-country long-term missionaries. The team should dedicate time to focus on the life and work of the missionary. This can be a great encouragement to both parties. The team should take time to learn about the ministry of their host missionary and inquire about his/her needs, including prayer. This information should be taken back to the sending church as another input to building relationships.

The team leader should invite feedback from the receiver host on the trip and how things are going. He or she should be invited to share some meals with the team. All in all, the team should seek to be a blessing to the host missionary.

De-Briefing Before Departure

Having a de-briefing before departing the country can provide a strategic opportunity to maximize the long-term impact of the STM trip on those who go. This affords a critical time for personal reflection and spiritual growth. Teams should generally involve the host-receiver if sufficient trust and confidence has been built during the visit. Such a de-briefing should be done during a relaxed “down time” at end of trip.

Some of the issues to be addressed during de-briefings include:

- Were my expectations met? How? Why not?
- How did I see God working in the lives and community of those who received/hosted us?
- What was God teaching me during this time about Himself, others, and about me?
- How has this STM trip affected my view of my culture and values?

This de-briefing is the first critical step in re-entry.

Facilitator note:

Review the key ideas presented earlier in the session and close the session with prayer, if appropriate, thanking God for the wonder of his creation and its rich diversity and the opportunity to experience different cultures. Pray that God will enable the team to be a blessing to those who receive the STM team. Pray that God will fulfill his purposes for the STM trip.

Lesson 7

Re-Entry and Follow-Through

Facilitator notes:

Session purpose: To describe the importance of returning home prepared.

Key ideas:

- Short-term missionaries must prepare for the challenges associated with re-entry.
- On return the STM team must follow-through with both senders and receivers.
- Senders and receivers also have a responsibility in the process of following-through to ensure maximum long-term STM impact.
- It is important to go prepared and return home prepared.



What is Re-Entry? Coping with life after your return home.

So what is the big deal about re-entry? The blessings of a STM trip can be weakened or even lost without up-front planning for re-entry and follow-through. The result can be a minimal impact of the STM experience.

Re-Entry & Related Issues

Planning for re-entry and actually strategically orchestrating the process affords a tremendous opportunity for short-term missionaries to:

- conduct a personal inventory—self-discovery, values clarification, life-changing decisions
- experience spiritual growth
- deal with culture shock and reverse culture shock
- obtain divine guidance for the future

STM leaders must not underestimate the significance of re-entry. A different person is returning home.



Key Principle

Re-entry is a process and is very individual. Let God work.

The degree of impact of re-entry is affected by a host of factors. Most important may be the length of time away from your home culture, the depth of the experience, openness by the individual to learning, the degree of understanding by others on returning home, and the degree of pre-field preparation for re-entry transition. Furthermore, personal approaches vary highly depending on personality, spiritual state, and home life context.

The person returning home often does so with a transformed worldview. This, in turn, can lead to a re-evaluation of formerly held cultural values. This is especially true for young people. Parents of youth who have experienced transformation during a STM experience can feel threatened by the changes that have taken place.

So what has changed? The returning short-term missionary has changed, but the rest of his or her life has not. They may see God and the rest of reality in a deeper and different way. Individuals have a different understanding of themselves. Their values may have been transformed. They see their home culture with new eyes. Essentially, their worldview has been re-configured. At a minimum, their former worldview is being questioned.

Returning STM travelers are often struck afresh about the affluence in their home culture of both individuals and perhaps their home churches. They are often struck by the materialism that consumes so many aspirations, in contrast to the rampant poverty they have just encountered. They may be struck by the self-absorption they see that characterizes many of their acquaintances who seem to lack a world awareness. This is often translated as insensitivity to concerns about poverty and suffering and those without Christ.

Returning STM travelers may find themselves “de-griefing” as well. Possible bothersome thoughts may include:

- People back home really don't seem to be all that interested in my incredible adventure.
- People really don't seem to care about how the poor are suffering. They don't care about missions.
- People are so hung up on material things and use their money so foolishly.
- I think that a lot of the people who went on the STM trip were just looking for fun.
- I do not think people on the team were really listening to what God was trying to say to them.
- I am not sure what I believe. How could a good God allow such poverty and suffering? I am so confused.

Given the above, returning short-term missionaries must beware of 2 dangers:

1. Adopting a critical and judgmental spirit
2. Adopting an attitude of spiritual superiority

These are common traps for those who have been transformed by a STM experience.

Just as individuals deal with reverse culture shock in quite different ways, they also deal with re-entry differently. Some, especially young people who may reject their home culture, tend toward isolation and alienation from their culture. Other returning STM travelers reject what they have seen during their STM experience and totally embrace

their home culture afresh. A more balanced approach is to integrate the two, seeking to reconcile the dissonance.

On departure from the host country, STM members should seek to integrate the cross-cultural experience into their lives. This means acknowledging the reality of suffering losses and of those changes that have occurred or seem to be emerging. Individuals should be encouraged to allow sufficient time to grieve and process all that has happened. The pre-departure de-briefing can help individuals prepare consciously by bringing some form of closure to the STM experience. This is also a time to resolve any remaining conflicts. The fruit of this effort will permit the individual to look back with good memories and move on to the next chapter of life.

The team leader must also recognize his or her need to allow the process of re-entry to play itself out. They must recognize their own need for debriefing and reentry adjustment. This is a time to sort out and deal with personal feelings through prayer, journaling, and possibly dialogue with a spiritual counselor. Leaders should be realistic and expect to experience a “low period” on return, especially as they reflect on things that went wrong or could have been done differently.

The STM team as a group can be a valuable resource for processing re-entry issues. It is important to recall that re-entry planning began in the STM preparation and training phase, continued when in the field, and continues post-field. A team member’s prayer partner can also play a critical role as sounding board and counselor after returning home.

The team re-entry process should be strategic in order to maximize the overall STM impact. It is critical that the STM team meet soon after return in order to de-brief and process thoughts and feelings while they are still fresh.³³ This meeting should be held within 1 month of return. It would be best if it were held in a team member’s home and around a meal. A more intensive meeting should be held 2 months later to ascertain how individuals are coping and to discern how God may be working in individual lives. This is designed to be a time to encourage one other and help all to process the experience in ways that will help them communicate the experience to others.

Apart from group meetings, individuals should be encouraged to reflect on how God may be working in their hearts. This will hopefully involve a re-examination of worldview, reflection of the ministry and outreach of the local home church and some reflection on what God may be calling the individual to do or undertake. Team members may also sense the need to cultivate a compassionate heart and develop a deeper understanding of what the Bible says about missions in general or specific concerns such as injustice, oppression, and poverty.³⁴

³³ For a helpful guide for STM re-entry see Lisa Espineli Chinn, *Reentry Guide for Short-term Mission Leaders*, Orlando: Deeper Roots Publications, 1998. www.deeperroots.com.

³⁴ A helpful resource is *The Next Mile: Mile Post Devotional, Volume 1*, Waynesboro, GA: Authentic Books, 2005. Part of this set is a post-ministry self-paced devotional guide. www.authenticbooks.com.

Team members should begin to plan to spend time with mentors and senders. Each STM member should take time to prepare “my story” about the STM experience, including 1 minute, 5 minute, and 20 minute versions.

Follow-Through

Those who send also have some responsibilities to the STM team in re-entry. These include:

- Welcoming home the team
- Planning recognition of the team before the local parish.
- Facilitating communication about the trip, including suggesting different venues
 - Helping with post-trip evaluation and follow-through
 - Helping to follow up on any agreements or promises made with receiver host or recipient people



Key Principle

SENDERS should follow-through where there is interest and opportunity.

Senders should seize the opportunity and follow-through on re-entry as follows:

- De-brief the team leader ASAP
- Encourage and facilitate any follow through
- Identify and counsel those particularly impacted
- Present service ministry options—existing or new
- Identify those who now might have interest in hosting visiting missionaries
- Discover any interest of those who may wish to participate in another STM trip and possibly lead or help lead a team



Key Principle

Upon Return, the message conveyed by the GOERS to their senders is: THANK YOU!

The key message that the STM team must take back to senders is: Thank You! The next most important responsibility of the team is to report back on its experience to both senders and receivers. It is important that reporting back be honest. Avoid the tendency to overstate impacts, simply because oftentimes they are largely unknown. The reporting should focus on the receivers, the reality of life in their country, what was learned, and its importance and implications.

Following are some guidelines for communicating the STM experience:

- Record stories—be creative to include sights, smells, sounds
- Be ready—casual conversations will abound
- Take the initiative—plan some opportunities
- Speak up—be bold and speak slowly and clearly

- Start strong—start with a hook, maybe a story
- Paint verbal pictures—dress the story, contextualize
- Illustrate the story—e.g. act out a conversation
- Focus on people (not programs, parks visited, or the scenic vistas photographed)
- Convey important lessons—the lesson or moral of the story
- Accentuate the positive—not the suffering, evil, materialism
- Encourage interaction—questions and dialogue
- Respect the time afforded
- Practice, practice

Reporting back to senders should be both oral and written. Team members must share orally with key supporters and other interested individuals. This can be done by individual one-on-one appointments or during a Sunday morning worship service, Sunday adult and youth education forums, and/or at Bible study or cell group meetings. Team representatives should try to arrange a presentation for the parish missions and outreach committees. A parish-wide pot-luck dinner with photos and testimonies can be a very effective way to raise missions awareness. And inevitably, team members will have unplanned (God-ordained?) encounters with individuals who are curious about the experience. So be prepared!

Written forms for reporting back include personal letters to key supporters, an insert in the Sunday bulletin, an article in church weekly, as well as the use of a more general email distribution list or a web blog.

It is critical that the STM team follow through with the receiver hosts. Any promises made must be fulfilled. The team leader should specifically follow up with the receiver host and seek feedback on what worked and what did not. Even though this question may have been raised earlier with the receiver host before departure, time may lend more insight and honesty to the exchange. It would be most helpful as well to obtain feedback via the receiver host from the receiving community about what worked and did not work. Recommendations for how to improve the overall process should be welcome by both sides. Such interaction can provide an opportunity to learn, shape future STM trips, and develop trust and relationships.



Key Principle

We need to integrate better short-term with THE RECEIVER-HOST.

The receiver host:

- must also assume some responsibility in the follow-through process;
- should endeavor to maintain contact with the team leader;
- should have invited team members while in country to have their names added to prayer or other ministry update lists;
- should pray for God's work in the hearts on those involved in the STM experience and offer to visit the sending church; and
- should also conduct his own follow-through evaluation. It should be contextualized for his or her ministry.



Key Principle

RECEIVER-HOSTS should follow through with the STM team leader to learn and explore possibilities for future partnerships.

Recall that in Session 4 a pre-trip assessment was recommended. Now is the time to conduct a post-trip evaluation that addresses the following kinds of issues:

- The thing I liked best was...
- The thing that made my STM trip most unpleasant was...
- The most significant lesson God taught me was...
- The area in my life where I saw the greatest change was...
- One story that sums up what God did through me is...
- The biggest challenge I face in returning home will be...
- The thing I'm most thankful to God for is...

Building such an information base can be very helpful in designing and conducting future STM trips. Such information will also contribute to the larger knowledge base about the overall impacts of STM.



Key Principle

STM Missionaries need to GO PREPARED & RETURN PREPARED because participation in a short-term mission is MORE than about you!

Facilitator note:

Review the key ideas presented earlier in the session and close with prayer, as appropriate, thanking God for the blessing of being part of work in mission. Pray the Lord would amplify the positive impacts of STM on all participants such that lives, churches, and communities would be transformed for the sake of his Kingdom.

Lesson 1
Trainer's Lesson Plan
Meeting 1

Raising Funds and Support

Approximately 3 Hours

In this lesson you begin the very important work of functioning together as a team. This lesson plan will help you develop a lesson that will educate your team members about the mission and introduce new concepts like **Fundraising** to your team.

Additional Reading can be found on the Resource CD for Lesson 1

1. Getting to Know One Another

Approximately 15 minutes

Objective: Begin to develop relationships through basic non-threatening introductions. You will incorporate this into your first lesson because your team members may be meeting one another for the first time.

Learning Sequence: Using format found on Resource CD have team members count off by 2's and ask questions of their numbered partner. Introduce partners to entire group by answering the questions.

Materials needed: Lesson 1 Resource CD
Getting to Know One Another
Index cards
Pens or pencils

2. Corporate Worship

Approximately 15 minutes

Objective: Establish a natural pattern of prayer and worship among your team members in order to model sincere prayer and worship on the mission field.

Learning Sequence: Using instruments available or voices alone sing worship songs together. Choose a team member to open and close the time with prayer.

Materials needed: Instruments
Songbooks or songs of your choice that will model your team's Christian faith to your receiver hosts on the mission field.
Musician who can also lead music on the mission field

3. Spiritual Formation

Approximately 30 minutes

Objective: Establish a pattern of studying the Bible together while exploring God's plan for mission ministry. Begin to think about what it means to become a team.

Learning Sequence: Assign Bible reading found on Bible Study 1 on Resource CD
Facilitate question and answer session using the questions within the Bible Study.

Using news print or overhead projector, assign a team member to write down the answers for future reference when compiling the team covenant in Session 4.

Materials Needed: Lesson 1 Resource CD
Lesson 1 Spiritual Formation
Bibles for each team member
Pencils and Paper/ News print or projection equipment

4. Knowledge Builder

Approximately 30 Minutes

Objective: Alleviate fears about fundraising by educating your team about fundraising from a Biblical perspective. Provide information about your team's fundraising strategy
Provide materials for the team members to begin their own fundraising.

Learning Sequence: Preview Session 1 in your Handbook and Power Point Lesson 1.

Let your team know that fundraising is a strategic time for team building. Share with you team the five excuses for not wanting to engage in fundraising by discussing slides 2-8 your discussion will draw out different responses from each team member.

Use slides 9-11 to discuss the budget for your team. Continue working through the power point slides asking questions at regular intervals. At the end of this segment make it clear that your goal is to build up the work of your missionary host by representing Jesus to those you encounter.

Materials Needed: Lesson 1 Resource CD
Knowledge Builder
Fundraising letter
Prayer Intercessor Letter

5. Culture Learning

Approximately 20 Minutes

Objective: Introduce team to the mission host in order for team to identify with objective for the mission.

Learning Sequence: Briefly tell the team about the mission host and let them experience their host's ministry firsthand
through watching the video or hearing the profile.

Materials: *Photos of host country and profile of missionary host*
SAMS Video

6. Language Study

Approximately 20 Minutes

Objective: Alleviate possible fears about team members' inadequate language skills. Establish the importance of some language training and the solution to acquire that training.

Learning Sequence: If your ministry will take place in a culture where another language is spoken determine the language skills among the team by asking who is competent in that language. If further training is necessary report that a language teacher will provide very basic words and phrases beginning with your next session and continuing throughout your training sessions.

Materials Needed: *None*

7. Practical Preparation

Approximately 15 Minutes

Objective: Develop ownership in the fund-raising process by understanding how the team budget has been calculated. Determine who may need to acquire required documentation for overseas travel.

Learning Sequence: Give your team a copy of the budget and go over each line item. Make sure everyone understands how the amount was determined; they will need to raise that amount and their fundraising success is dependent upon their understanding of the amount.

Materials Needed: Lesson 1 Resource CD
Copies of Team Budget

8. Project Preparation

Approximately 15 Minutes

Objective: Create understanding of the project the team will implement in the field.

Learning sequence: Explain what the project is and why the host has requested that your team take on this particular project. Explain how you will carry out the project on the on the field. If a particular skill is needed, explain why and ask who can accomplish it. Make sure plenty of time is allotted for questions.

Materials needed: Whatever means you have available for example, photos, tool, Vacation Bible School program packages that will educate your team about the project.

9. Debriefing and Closing

Approximately 20 Minutes

Objective: Educate your team about the necessity to share one another's burdens on the mission field.

Learning sequence: Bring up *Debriefing* Lesson 1 Resource CD on your projector. Uncover the Bible verse and read it to your team. Tell your team members that while the mission field is a wonderful place it is sometime a difficult place.

Read the rest of the section to them explaining that beginning today you will debrief as a team throughout the training sessions, on the mission field and on two other occasions when you return home.

Lead your team through a brief session of debriefing by simply asking them how they feel about the mission up to this point in their training.

Materials needed: Lesson 1 Resource CD
Debriefing

Closing: Close each meeting with one or two songs and a time of open prayer for each other and your ministry.

Lesson 2
Trainer's Lesson Plan
Meeting 2

Trip Logistics

Approximately 3 Hours

This gathering of your team is the time to lay the foundation for your team's ministry. You'll do this by helping them get comfortable with one another as a team, educating them about missions, and answering any questions they have about their mission.

Additional Reading can be found on the Resource CD for Lesson 2

1. Getting to Know One Another

Approximately 15 Minutes

Objective: Continue relationship building while comparing individual values.

Learning Sequence: Using the sheet found on the Resource CD assign places in the room with the numbers 1-5. Tell your team that you are on the ground in your host country. Ask the group what "value" they place on the words or phrases as you say them. If it is a high value they should move to 5. If they place a low value on the word they would move to 1. They will learn about one another and have fun exploring their own values as they move around the room.

End the session by telling them to observe the values of their team members. These are the areas in which they need to support or draw support from their fellow team members.

Materials needed: Lesson 2 Resource CD

Getting to know one Another Instruction sheet for *What are Your Values*
Room to move around will be necessary.

2. Corporate Worship

Approximately 15 Minutes

Objective: Ability to model sincere praise and worship times on the mission field by praying and worshipping together beforehand.

Learning Sequence: Using instruments available or voices alone sing worship songs together. Choose a team member to open and close the time with prayer.

Materials Needed: Instruments

Songbooks or songs of your choice that will model your team's Christian faith to your receiver hosts on the mission field.

Musician who can also lead music on the mission field

3. Spiritual Formation through Bible Study

Approximately 30 Minutes

Objective: Introduce God's love of all peoples

Normalize prayer time among the members of this team.

Learning Sequence:

Have everyone read a portion of Psalm 139

Lead a discussion by asking the questions on the Resource CD

Materials needed: Lesson 2 Resource CD

Spiritual Formation

Or Psalm 139 in your Bible

Questions on the Resource CD

4. Knowledge Builder

Approximately 30 Minutes

Objective: To describe the scope of logistical issues that must be carefully planned for a successful STM trip. Begin the process of obtaining necessary documentation.

Learning Sequence: Bring up Slide 1 Lesson 2 on your projection equipment.

Using the slides for information, explain to your team how the logistics are going to come together in your host country.

Check to see who needs a passport and provide information for them to obtain the passport in your area. For those who do have passports have them check to make sure their passports are valid for six months **after** the day you return home from your mission.

If your team will need Visas use www.traveldocs.com to print the Visa form and have your team members complete the information during this time. Have them address the envelopes and you mail them from the church

Materials Needed: Lesson 2 Power Point
Knowledge Builder
Visa applications, if necessary

5. Culture Learning

Approximately 20 Minutes

Objective: Have fun with your team while you learn about the behavior of one another in a situation where the ability to control the environment is slight if not non-existent.

Learning Sequence: Facilitate the *Broken Squares* activity found on the Resource Disk.

Debrief experience by asking questions at the end of the game making sure to get feedback from each team member.

Materials: Lesson 2 Resource CD
Culture Broken Squares activity

6. Language Study

Approximately 20 Minutes

Objective: Experience sounds and written words of a foreign language in a comfortable and humorous environment.

Learning Sequence: Invite fluent language speaker from congregation or community to teach simple greetings to the team members. With the help of the language teacher write each team members name in the foreign language on a piece of 8 ½ by 11 paper. Practice saying the foreign names no matter how difficult it may seem.

Display the names around the training room during successive training sessions and refer to the team members by their foreign name throughout successive training sessions.

Materials needed: 8 ½ paper
Markers
Fluent language speaker

7. Practical Preparation

Approximately 15 Minutes

Objective: Continue fundraising preparation and the paperwork process with the team. Explain why they are required to complete the paperwork and provide the information they need to complete it.

Learning Sequence: Report to team funds you have received from the church or other gifts. Using a PowerPoint projector or overhead open the presentation “Raising Your Support on the Resource CD. Go through the presentation and ask for questions at the end.

Lesson 3
Trainer's Lesson Plan
Meeting 2

Understanding Poverty and the Poor

Approximately 3 Hours

This gathering of your team is the time to lay the foundation for your team's ministry. You'll do this by helping them get comfortable with one another as a team, educating them about missions, and answering any questions they have about their mission.

Additional Reading can be found on the Resource CD for Lesson 3.

1. Getting to Know One Another

Approximately 15 Minutes

Objective: Continue to develop the relationship between team members through open dialogue on the subject of poverty.

Learning Sequence: Arrange the group in a circle and ask the following questions?

- What does it mean to be poor?
- What do the poor really need or want?
- Why do the poor have a low self-esteem?

Encourage dialogue among the team by asking these questions. Let them know this session is not meant to develop answers. It is an exercise to learn from each other about today's topic.

Materials Needed: Team Leader copy of the three questions above.

2. Corporate Worship

Approximately 15 minutes

Objective: Establish a natural pattern of prayer and worship among your team members in order to model sincere prayer and worship on the mission field.

Learning Sequence: Using instruments available or voices alone sing worship songs together. Choose a team member to open and close the time with prayer.

Materials needed: Instruments and Songbooks

3. Spiritual Formation through Bible Study

Approximately 30 Minutes

Objective: Establish the reality that God does care for the poor.

Learning Sequence: Bring up the Bible verses (Lesson 3 Spiritual Preparation on your Resource CD) on your projector. Have different team members read the verses out loud to the rest of the group. If you

have Bibles available you can omit the projector and ask individuals to read the verses that are found on page 66-67 of your manual.

Ask the group if this changes any previous thoughts that were discussed in the Getting to Know One Another segment? Ask why? Make it clear to the group that God does care very much for the poor and we are not to judge them.

Materials needed: Lesson 3 Resource CD
Spiritual Formation
Bibles

4. Knowledge Builder

Approximately 30 Minutes

Objective: Unpack poverty by explaining the dynamics of poverty and how a mission team with a lack of understanding of poverty can actually be harmful.

Learning sequence: Using Lesson 3 Power Point slides walk your team through this lesson. Use the ? slides for brief discussions.

Materials Needed: Lesson 3 Power Point
Knowledge Builder

5. Culture Learning

Approximately 20 Minutes

Objective: Begin to study the culture of the country in which you will be ministering.

Learning Sequence: Give each team member a copy of the Culture Gram you have ordered from using the information for Culture Grams located under Culture Learning Lesson 3 on the Resource Disk. Order individual reports online or by phone.

Go through the categories of your host culture but don't read each category. Encourage your team members to take their copy home and read each category in order to participate in future team training discussions.

Materials Needed: Lesson 3 Resource CD
Culture CultureGrams

6. Language Study

Approximately 20 Minutes

Objective: Experience sounds and written words of a foreign language in a comfortable and humorous environment.

Learning Sequence: Follow the lead of your language teacher. Practice saying the names of your team members in your host language. Begin to add new words and repeat the words to one another to become familiar with their sound.

Materials Needed: Name sheets developed during previous training sessions.

7. Practical Preparation

Approximately 15 Minutes

Objective: Update team members about the status of your fundraising. Remind them of their paperwork responsibilities. Determine the Passport and Visa process for those who need them. Provide information about project

Learning Sequence: Report to team any funds you may have received from the church or other gifts. Report how the amount may have changed the budget you explained at the last training session.

Collect Waivers and check Passports. Make 5 copies of each team members' passport and keep them. You will disperse them before the team leaves. Update team members about any changes in the project or logistics.

Materials needed: None

8. Project Preparation

Approximately 15 Minutes

Objective: Maintain cooperation among team members in the development of the project.

Learning sequence: Continue to develop the project implementation by discussing with the team the arrangements you have made with your on site coordinator.

Materials needed: Whatever means you have available for example, photos, tool, Vacation Bible School program packages that will educate your team about the project.

9. Debriefing and Closing

Approximately 20 Minutes

Objective: Continue to develop camaraderie and trust among team members through sharing ideas, asking questions, and worshipping together.

Learning sequence Ask each team member what they think about the preparations for the mission. Take any questions they might have and answer the questions to the best of your ability. If you don't know the answer write it down on newsprint and tell them you don't know but you will find out and answer their questions at the next training sessions.

Materials needed: Newsprint
Markers
Music leader

Close each training session with one or two songs and a time of open prayer.

Lesson 4
Trainer's Lesson Plan
Meeting 4

Preparing for Cross Cultural Ministry Part A **Approximately 3 Hours**

Because Culture is such an extensive topic it is recommended that you spread the lesson over two consecutive training sessions. As your team works through the next two lessons you will gain basic knowledge of the differences in people and therefore, culture.

Additional Reading can be found on the Resource CD for Lesson 4.

1. Getting to Know One Another **Approximately 15 Minutes**

Objective: Continue building relationships among team through interaction. Demonstrate that talking is not the only way to understand another culture.

Learning Sequence: Follow instructions for *Listen to Me* on the Lesson 4 Resource CD

Materials Needed: Lesson 4 Resource CD
Getting to Know One Another *Listen to Me*

2. Corporate Worship **Approximately 15 Minutes**

Objective: Establish a natural pattern of prayer and worship among your team members in order to model sincere prayer and worship on the mission field.

Learning Sequence: Using instruments available or voices alone sing worship songs together. Choose a team member to open and close the time with prayer.

Materials needed: Instruments
Songbooks or songs of your choice that will model your team's Christian faith to your receiver hosts on the mission field.
Musician who can also lead music on the mission field.

3. Spiritual Formation through Bible Study **Approximately 30 Minutes**

Objective: Refine your team's purpose by reading scriptures that illustrate God's desire to reach out to all men. It is important for your team to understand their role in fulfilling His purpose. As missionaries who are witnesses of Jesus, your conduct as Christians is extremely important. A team covenant is very helpful in addressing boundaries and the behavior of the team.

Learning Sequence: Find the Spiritual Formation for Lesson 4 on the Resource CD. Follow the instructions making sure to have a brief discussion after each question.

Give each team member a copy of the Team Covenant. While this covenant includes some humor it addresses very important categories that your team should agree upon corporately. Use newsprint to develop your own covenant.

Type the covenant and bring copies for each team member to sign at your next meeting.

Materials Needed: Lesson 4 Resource CD
Spiritual Formation *What the Bible Says About Mission*
Spiritual Formation *Sample Team Covenant*
Spiritual Formation sheets from Lesson 1

4. Knowledge Builder

Approximately 30 Minutes

Objective: Clarify that your team's acceptance of the culture is essential if the team is to be successful in the ministry to which they have been called.

Point out that the success of the team also depends on their ability to accept the differences among themselves as individual team members and work together as a cohesive team.

Learning sequence: Using Lesson 4 Power Point slides walk your team through this lesson. Use the ? slides for brief discussions.

Materials Needed: Lesson 4 Power Point
Knowledge Builder

5. Culture Learning

Approximately 20 Minutes

Objective: Remind your team that differences in Culture do not mean that one is better than another.

Learning Sequence:

Read the page to your team members and ask for feedback.

Materials Needed: Lesson 4 Resource CD
Culture Appreciating Cultural Differences

6. Language Study

Approximately 20 Minutes

Objective: Experience sounds and written words of a foreign language in a comfortable and humorous environment.

Learning Sequence: Follow the lead of your language teacher. Practice saying the names of your team members in your host language as well as the new words you have learned.

Materials Needed: Practice sheets developed during previous training sessions.

7. Practical Preparation

Approximately 15 Minutes

Objective: Update team members about the status of your fundraising. Remind them of their paperwork responsibilities. Determine the Passport and Visa process for those who need them.

Learning Sequence: Report to team any funds you may have received from the church or other gifts. Report how the amount may have changed the budget you explained at the last training session. Update team members about any changes in the project or logistics.

Materials needed: None

8. Project Preparation

Approximately 15 Minutes

Objective: Maintain cooperation among team members in the development of the project.

Learning sequence: Continue to develop the project implementation by discussing with the team the arrangements you have made with your on site coordinator.

Materials needed: Provide any new information about your team's project.

9. Debriefing and Closing

Approximately 20 Minutes

Objective: Continue to develop camaraderie and trust among team members through sharing ideas, asking questions, and worshipping together.

Learning sequence Ask each team member what they think of the mission. Take any questions they might have and answer the questions if you can. If not, find the answer and give it at the next meeting.

Materials needed: Newsprint
Markers

Closing: Close each training session with one or two songs and a time of open prayer.

Lesson 5
Trainer's Lesson Plan
Meeting 5

Preparing for Cross Cultural Ministry Part B

Approximately 3 Hours

This meeting is the extension of Preparing for Cross Cultural Ministry. During this lesson you will add a new dimension, *Spiritual Warfare* to your Spiritual Formation time that will add to your cultural understanding of you host country.

You will complete your cultural preparation through the discussion of in-country medical, health, and safety issues.

Additional Reading can be found on the Resource CD for Lesson 5.

1. Getting to Know One Another

Approximately 15 Minutes

Objective: Continue building relationships among team through interaction. Demonstrate that talking is not the only way to understand another culture.

Learning Sequence: Follow instructions for *Me Speak No English* on the Lesson 5 Resource CD

Materials Needed: Lesson 5 Resource CD
Getting to Know One Another *Me Speak No English*

2. Corporate Worship

Approximately 15 Minutes

Objective: Establish a natural pattern of prayer and worship among your team members in order to model sincere prayer and worship on the mission field.

Learning Sequence: Using instruments available or voices alone sing worship songs together. Choose a team member to open and close the time with prayer.

Materials Needed: Instruments
Songbooks or songs of your choice that will model your team's Christian faith to your receiver hosts on the mission field. Musician who can also lead music on the mission field.

3. Spiritual Formation Through Bible Study

Approximately 30 Minutes

Objective: Establish understanding of spiritual warfare and the damage it can do to thwart the success of the team. Present the material in a manner that won't threaten new Christians but will strengthen their appreciation of the power of God.

Learning Sequence: Using the Spiritual Preparation for Lesson 5 Power Point on the Resource CD walk through the slides asking for questions at regular intervals.

Give each team member a copy of *Spiritual Warfare* and assign verses to team members and ask them to read the verse out loud and provide a brief explanation of the meaning of the verse to the rest of the team.

Materials Needed: Lesson 5 Resource CD
Spiritual Formation *Spiritual Warfare* copies
Lesson 5 Power Point Presentation *Spiritual Warfare, What is it?*

4. Knowledge Builder

Approximately 30 Minutes

Objective: Complete Cross Cultural preparedness by adding the practical components of Language, health, medical and Safety Issues

Learning Sequence: Project the Lesson Five Power Point presentation and walk your team through the slides. Make it clear to your team that there are no exceptions regarding the instructions on the slides. Ask for questions to make sure the team understands the issues clearly.

Materials Needed: Lesson 5 Power Point Presentation
Knowledge Builder

5. Cultural Learning

Approximately 20 Minutes

Objective: Continue to build your team's understanding that the differences in culture do not make one culture *better* than the other.

Learning Sequence: Print copies of Lesson 5 Culture *Potential Tension in Ministry* from the Resource CD for each member of the team. Assign four people to read the Potential Tension topics. Assign four different people to lead an open discussion in which they ask the questions under each Potential Tension topic. It is important that each team member participate in the open discussion as their participation in the discussion will add to their awareness of the cultural differences they will experience.

Materials Needed: Lesson 5 Resource CD.
Culture Potential Tension in Ministry for each team member

6. Language

Approximately 20 Minutes

Objective: Experience sounds and written words of a foreign language in a comfortable, supportive and sometimes humorous environment.

Learning Sequence: Follow the lead of your language teacher. Continue to practice names and phrases of your host country. Add the names of communities you will encounter during your travels.

Use a map of your host country to learn the spelling and the location of the areas.

Materials Needed: Practice sheets from previous lessons
Map of your host country

7. Practical Preparation

Approximately 15 Minutes

Objective: Continue to build a solid team by providing necessary information to the team *as a group*.

If someone has missed a meeting make it a point to contact them personally to give them any changes in your preparation.

Learning Sequence: Report to the team the balance in your budget. Collect Waivers and check Passports. Make 5 copies of each team members' passport and keep the copies. You will disperse them before the team leaves. Give each team member a copy of the Team Covenant you developed and have them sign it. You keep the signed copies. Update team members about any changes in the project or logistics.

Materials needed: *Team Covenant* you developed at your last meeting.

8. Project Preparation

Approximately 15 Minutes

Objective: Maintain cooperation among team members in the development of the project.

Learning sequence: Continue to develop the project implementation by discussing with the team the arrangements you have made with your on site coordinator.

Materials needed: Provide any new information about your team's project.

9. Debriefing and Closing

Approximately 20 Minutes

Objective: Continue to develop camaraderie and trust among team members through sharing ideas, asking questions, and worshipping together.

Learning sequence: Go around the room and ask for feedback regarding the training, potential worries about on-the-field ministry, specific questions or concerns regarding on-the-field ministry.

Materials needed: None

Closing: Close each training session with one or two songs and a time of open prayer.

Lesson 6
Trainer's Lesson Plan
Meeting 6

In Country Ministry

Approximately 3 Hours

Attentiveness to the personalities who make up your team and careful planning is an integral part of every short-term mission. This lesson will provide the tools your team will need for a successful and personally gratifying missionary experience.

Additional Reading can be found on the Resource CD for Lesson 6.

1. Getting to Know One Another

Approximately 15 Minutes

Objective: Continue to appreciate the different personalities and values within your group as you individually reflect on cross cultural principles.

Learning Sequence: Provide each team member with a copy of *Ten Commandments for Mission Trip Participants* or project the Commandments on your projector.

Assign one Commandment to each team member or one to two different team members depending on the size of your team. Have them read the Commandment out loud and give their own explanation of the Commandment to the rest of the team.

Materials Needed: Lesson 6 Resource CD:
Getting to Know One Another.

2. Corporate Worship

Approximately 15 Minutes

Objective: Establish a natural pattern of prayer and worship among your team members in order to model sincere prayer and worship on the mission field.

Learning Sequence: Using instruments available or voices alone sing worship songs together. Choose a team member to open and close the time with prayer.

Materials needed: Instruments
Songbooks

3. Spiritual Formation

Approximately 30 Minutes

Objective: Reiterate that God prefers no nation over another. He wants us all to come to Him. When your team is on the mission field they need to know that they and the people in their host country are equal in the eyes of Christ. No culture is better than another.

Learning Sequence: Distribute copies to each team member or project Lesson 6 Spiritual Formation. Begin by reminding your team that you are ambassadors of Jesus and as ambassadors your goal is to leave them wanting more of Him.

Lead your team through Lesson 6 Spiritual Formation by asking for readers or reading the lesson to them. Make sure you stop and ask for comments along the way. The key verse is 1 John 2:2 “*He himself is the sacrifice that atones for our sins—and not only our sins but the sins of all the world.*”

Materials Needed: Lesson 6 Resource CD
Spiritual Formation

4. Knowledge Builder

Approximately 30 Minutes

Objective: Prepare your team for their in-country ministry by describing the team activities and behavior that will be expected of them as missionaries.

Learning Sequence: Project Lesson 6 Resource CD Knowledge Builder and work through the slides. Give each team member a copy of *Gender Issues*. Read through the document ask for questions and remind your team that their will be no exceptions regarding behavior.

Materials Needed: Lesson 6 Power Point
Knowledge Builder
Lesson 6 Resource CD
Knowledge Builder

5. Cultural Learning

Approximately 20 Minutes

Objective: Experience the confusion, frustration and humor of cross cultural communication as you play the game of Mau.

Learning Sequence: Follow the instructions for *Mau* found in Resource CD Lesson 6 Culture.

Materials Needed: Four to six decks of regular playing cards depending on the size of your group. Lesson 6 Resource CD
Culture

6. Language

Approximately 20 Minutes

Objective: Experience sounds and written words of a foreign language in a comfortable and humorous environment.

Learning Sequence: Follow the lead of your language teacher. Continue to introduce new words and phrases. Use them to question and answer one another in a group setting.

Materials Needed: Paper, markers

7. Practical Preparation

Approximately 15 Minutes

Objective: Keep building your team by providing necessary information to the team *as a group*. If someone has missed a meeting, make it a point to contact them personally to give them any changes in the team's preparation.

Learning Sequence: Report to the team your fundraising status.

- Update team members about any changes in the project or logistics.
- Provide copies of waivers that may be necessary for your receiving host.
- Collect Waivers, Guardianship Forms, team covenants

Materials needed: None

8. Project Preparation

Approximately 15 Minutes

Objective: Maintain cooperation among team members in the development of the project.

Learning sequence: Continue to develop the project implementation by discussing with the team the arrangements you have made with your on site coordinator.

Materials needed: Provide any new information about your team's project

9. Debriefing and Closing

Approximately 20 Minutes

Objective: Continue to develop camaraderie and trust among team members through sharing ideas, asking questions, and worshipping together.

Learning sequence: Continue to ask each team members what they think about the training, project, cross cultural service. Allow each team member time to discuss their thoughts based on the guidelines for *Debriefing* found in Lesson 1.

Materials needed: None

Closing: Close each session with songs and prayer for each other and your mission.

Lesson 7
Trainer's Lesson Plan
Meeting 7

Re Entry and Follow Through

Approximately 3 Hours

Additional Resources can be found on the Resource CD for Lesson 7.

1. Getting to Know One Another

Approximately 20 Minutes

Objective: Initiate the reality that this short-term mission is going to change the lives of the team members. Gain a deeper insight into the relationships that have developed among team members as they share their feelings about this reality with their fellow team members.

Learning Sequence: Using the instruction sheet found on the Resource CD lead your team through the questions. Allow sufficient time for discussion because re-entry is difficult for some people and the more preparation they have now the easier it will be later.

Materials Needed: Lesson 7 Resource CD:
Getting to Know One Another

2. Corporate Worship

Approximately 10 Minutes

Objective: Continue to of pray and worship together as a team ready to do the Lord's work.

Learning Sequence: Using instruments available or voices alone sing worship songs together. Choose a team member to open and close the time with prayer.

Materials needed: Instruments and voices

3. Spiritual Formation Through Bible Study

Approximately 30 Minutes

Objective: Establish an attitude of humbleness and reaffirm the responsibility of the team to draw people to Jesus through their attitude on the field. They also have a responsibility to advocate for missions once they have returned home.

Leaning Sequence: Use the *Spiritual Preparation* lesson found on the Lesson 7 Resource CD Read the Bible verses and questions to the team yourself or ask other team members to read the verses. Ask the questions out loud to the members of your team. Give you team members time to think about each question. When you go back and reread question one the ideal response is for your team to understand that they can't possibly expect people to give their lives to Jesus unless they have given Him their own life.

Materials Needed: Lesson 7 Resource CD:
Spiritual Preparation.

4. Knowledge Builder

Approximately 30 Minutes

Objective: Continue to prepare your team for the personal transformation that is likely to occur when they reenter their host county. Remind them of their responsibility in reentry regarding themselves, their fellow team members and their host receiver.

Learning Sequence: Guide your team through the Power Point Lesson. Allow time for questions and comments about the information.

Materials Needed: Lesson 7 Power Point
Knowledge Builder

5. Cultural Learning

Approximately 20 Minutes

Objective: Continue to prepare your team for the cultural dissonance they may experience on the field and when they return home.

Learning Sequence: Follow the instructions for the game *Words and More*. In your discussion time address the differences between the host culture and your own. Once these differences are revealed discuss how you are going to handle them in your host culture. One key point is to remind your team that you are going to be guests, not culture changers!

Ask your team if any of the American Values may seem different to them when they return home.

Materials needed: Lesson 7 Resource CD
Culture

6. Language

Approximately 20 Minutes

Objective: Enjoy the progress you have made as a team in learning some words in a foreign language.

Learning Sequence: Follow the lead of your language teacher. Practice addressing each other with the names you will have in your host country. Use all of the new words you have learned by asking question of one another.

Materials Needed: Sheets developed during previous training sessions for use as references to new words.

7. Practical Preparation

Approximately 15 Minutes

Objective: Keep building your team by providing necessary information to the team as a group. Make sure each team member is clear about their individual responsibilities within the team and on the mission field.

Learning Sequence: Report to team account balance and how funds will be distributed on the field to the missionary for food, housing, and for your in-country transportation. Give your team any final directions or meeting times for your impending departure. Collect waivers, health information, copies of passports and visas if necessary, guardianship forms

Materials needed: None

8. Project Preparation

Approximately 15 Minutes

Objective: Maintain cooperation among team members in the development of the project.

Learning sequence: Update team members about any changes in the project or logistics particularly the final decisions made by your host or missionary.

Materials needed: Provide any new information about your team's project.

9. Debriefing and Closing

Approximately 20 Minutes

Objective: Continue to develop camaraderie and trust among team members through sharing ideas, asking questions, and worshipping together.


Learning sequence: Ask for thoughts or questions. This is your final training session so make sure everyone is comfortable with the mission/ministry of the team.

Materials needed: None

Closing: Close each training session with two songs and a time of open prayer.

Lesson 1

Raising Funds & Support

 *Key Principle*

Support raising is a strategic time for team building.

The top 5 excuses not to raise funds

Excuse #1
That is a lot of money

- If God wants you to go then it is His responsibility to provide the funds—God simply wants you to trust Him
- 1 Thessalonians 5:24 says *"The one who has called you is faithful and he will do it."*

Excuse #2
I feel like I am begging

We are inviting people to invest in what God is doing and be part of the blessing

—Source: Go Prepared

Excuse #3

I just don't see it as Biblical to ask for money.

Not true. Paul asked for support for his mission trips.

Excuse 4
I have a lot of friends but they do not have a lot of money to give.

God wants people to give. You will be surprised who gives and who does not.

The top 5 excuses not to raise funds


Excuse #5
I'm afraid.

- What makes the difference is how passionate you are in what God is calling you to do. Ultimately God is in control.

That Said... let's take the

fear

Out of fundraising!

 *Key Principle*

In order to fundraise well it is important to develop a realistic budget.

Budget Components

- Air travel
- Taxes/Visas
- Insurance
- Lodging & meals
- In-country travel
- In-country ministry related expenses
- Gifts & tips—receiver host/mision, lodging host, transportation, translator, helper, etc.
- Other costs [Note: Diocesan assessment in some cases]

Personal Expenses

- Passport fees
- Immunizations
- Side tips in country
- Travel books, maps & other literature
- Personal expenditures-- shopping for souvenirs, gifts, travel books, etc.

Key Principle

Support raising is a strategic time for spiritual development for both the team and the congregation

You aren't doing this alone. Support raising involves the entire team

Pray for wisdom for the entire process

- Support raising is an exercise in faith
- Develop a realistic budget of expected expenses
- Be aware of any local parish guidelines:
 - Raising support
 - Fundraising
- Be prepared for evangelistic opportunities

Why people will give to you

- They want to serve the Lord
- They are generous
- They have been waiting for someone to do what you are doing
- You articulate your vision well
- They think you are facing a challenge with great courage

Question & Dialogue

What are some advantages of asking others for support versus self-funding?

[Small text and a table, likely a budget or financial overview, with columns for categories and amounts.]

Biblical Concepts

Interdependence
Romans 15:24, III Jm 7:8

Living by faith
II Corinthians 5:7, Hebrews 11:6

Trusting God's provision
Philippians 4:19, I Thessalonians 5:24

Good stewardship
I Corinthians 3:16, 6:19, Ephesians 5:15-16; I Timothy 6:18

Scripture and Wisdom

Psalm 111:10 the fear of the Lord is the beginning of wisdom

Proverbs 2:6 for the Lord gives wisdom


Proverbs 3:13 blessed is the man who finds wisdom

Proverbs 4:11 I guide you in the way of wisdom and lead you along straight paths

Effective support raising principles

- Be enthusiastic and positive-attitude
- Team should make list of potential contacts
- Develop informational flyer
- Use response cards
- Send thank-you notes
- Indicate that you will share about trip on return
- Don't rely only on letters and email but use them
- Make personal visits—relationships are critical
- Make telephone calls with follow-up information

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 **Key Principle**

Support raising is all about relationships.

Don't spend pre-trip time focused on money (or your lack of it).

Focus on creating a network of prayer supporters.

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Possible Sources of Support

- Sending church
- Family
- Friends
- Individual donors
- Businesses

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Talk about what?

- Who you are
- Where you are going
- Why you are going
- Who you are going with
- Outcomes you expect from the mission
- How long it will take
- How much it will cost
- How much money is still needed
- Encourage people to pray about partnering with you

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 **Key Principle**

Support raising is an opportunity for spiritual growth for both those raising support and those who are blessed by their partnership.

23

Prayer Support

- Establish a prayer support team
- Identify prayer partners for each individual who goes

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Lesson 2

Trip Logistics

Logistics issues

- Documentation
- Travel arrangements
 - Air travel to and from
 - Transportation within host country
 - Luggage
- Legal/insurance
- Financial responsibilities

Legal/Insurance Issues

- Valid passports—plan well ahead
- Will visas be necessary?
- Review immigration and customs process
- Consider trip insurance to cover any cancellations
- Overseas medical insurance?
- Permission slips from parents when minors are leaving the country
- Signed liability releases with local church

Scheduling and Transportation

- Use a reliable travel agency that has experience with international travel to the Majority World
- Inquire with air carrier about any special items being shipped—medical supplies, equipment, etc
- Rely on the advice of host receiver with regard to travel planning

On-field logistics

- Your host receiver will generally be responsible for arranging in-country transportation and lodging
- Having someone on-site is invaluable for ensuring necessary arrangements
- Project site logistics will typically be arranged by the host receiver

On-Field Project considerations

- Consider how to involve local people in the project—broad-based participation
- Focus on felt needs of the receiving community
- Respect the wisdom of the receiving community
- Always buy any supplies locally to help economy
- Goal is not to displace local workers who need jobs and income
- Working with locals can be a very effective way to build relationships and lay foundation for long-term partnerships

Building for Eternity: Some Thoughts on Construction

- Must recognize the differences in cultures
 - Materials sometimes not available
 - Materials do not arrive on time or at all
 - Materials not of the quality you want
- Must keep the focus on the purpose and the people and not the project itself
- Must understand the local customs, methods
- Must respect the local wisdom
- It is critical to BE FLEXIBLE

Being Flexible

- Allow for changes in your plan
- Uncertainties:
 - Weather
 - May not be able to transport materials
 - Materials may not be available that day
 - Electricity may not be on that day
 - There may be no water
- **Go with the flow**



Key Principle: Construction Projects

Do not be too
prepared!

Key Requirements

- Need to have someone on the ground in whom you have confidence and already there before the arrival of the team
- Need to try to have the materials on-site before team arrival if possible
- Will likely need to get money to someone beforehand
- Gather as much information as possible—what kinds of tools are already available, how many tools will you need, etc.

Key Requirements (cont)

- Ideal is to have a national foreman on-site
- Engage as many local people as possible in the project—ownership
- Team should consider not trying to finish every little thing—allow the local people to finish the job
- Be prepared to be patient—the project will typically take more time than you imagine
- Sometimes, need to send a couple of people to the project site beforehand

Medical Missions

- The doctor who goes may be the only doctor people will ever see
- Great opportunity to address the physical and spiritual needs of the whole person
- Majority of people have generic problems— infections, bronchitis, pain
- Many people come out of curiosity—great opportunity to witness
- Not always easy for doctors to practice in another country—but can advise, coach

What makes a successful medical missions trip

- Many opportunities for virtually anyone—do not necessarily need medical skills
- Only need a heart to serve
- Nurses bring a wide array of gifts
- Integrate prayer into the outreach—be holistic

What makes a successful medical missions trip

- Teams can be structured depending on skills— education, personal hygiene, veterinarian, physical therapy, chiropractic medicine, etc.
- Being flexible is critical—space, water, electricity, light, communication
- Can leave behind supplies and equipment
- Coordinate with the local church—needs, follow up
- Present the gospel after actually seeing patients

Dangers in Medical Missions

- Actually misdiagnosing a problem—e.g. lack of familiarity with tropical diseases
- Actually harming someone
- Can reflect badly on the ministry of the local missionary
- Can cause problems for access by future teams
- Patients do not understand—communication issues
- Reality: cannot meet all the physical needs, cannot see all those who want to be seen

Practical Travel Tips

- Plan to use only cash but inquire about credit cards (and take only one?). Take only what you need.
- Use a money belt or something similar
- Team leader should collect all passports & individuals should carry a copy with them always
- Take and be willing to share photos of your family with the receiving people
- Take prescription medicines in original containers

Practical Travel Tips (cont)

- Someone on the team should take a small sewing kit
- Pack some snack food
- Do not take electronic gadgets—displaying your wealth to those who have much less
- In packing, take only what you need
- Pack lightly—take minimum luggage and clothing necessary (but appropriate) with space to bring back any gifts and souvenirs

Practical Travel Tips (cont)

- Pack some re-sealable plastic bags—different sizes
- Take a musical instrument if possible
- Inquire if your host would like you to bring anything from the U.S.
- Remember that voltage may be different and also the possible need for adaptors
- Take soap, a washcloth, and alarm clock
- Have all travelers use a brightly colored yarn on their luggage

Lesson 3

Understanding Poverty and the Poor

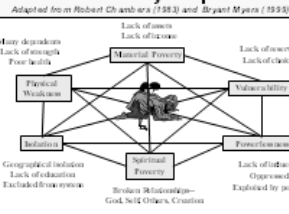
Sometimes, well meaning acts by short-termers can be a good experience for the team but a bad experience for the indigenous people.

--Steve Saint, Missionary

Understanding the Poor

- "The poor seem so happy"
- "We did not know we were poor until someone from the outside told us"
- Smiling people does not mean that they are happy or satisfied—cultural greeting
- Why do you think a poor person would sense power is mine??
- Why do we Westerners often approach the poor with a god-like complex? [Assumption about what the poor need.]—car, floor, electricity
- How can we work to empower the poor?

Poverty Trap



The Web of Lies that Imprisons the Poor



Understanding the Poor

- Poverty is more than about money
- The poor need skills and opportunity and to be empowered
- The poor need hope and elevated self-esteem
- Any approach to dealing with poverty must be holistic

Major Dangers in Working with the Poor

1. Paternalism
2. Creating (unhealthy) dependency
3. Harming relationships

Challenge: How to Avoid Paternalism

What is paternalism?
Habitually providing resources or assuming tasks a person can provide or do for himself/herself

Paternalism

- Why are those who go on STM trips often paternalistic?
 - God-complex rooted in pride and/or bigotry
 - "They can't do it without my help"
 - Local people defer to the visitors

Paternalism (cont)

- Why do the poor often accept paternalism?
 - Marred identity of the poor
 - "I can't do it without their help" or
 - "I can get something for nothing"

Understanding dependency

- Definition: the state of relying on someone or something
- Two kinds of dependency—unhealthy and healthy
- The Bible celebrates dependency in the body of Christ
- Healthy dependency is characterized by reciprocity and responsibility
- Unhealthy dependency—absence of the above

Dependency

Unhealthy ↔ Healthy



Unhealthy Dependency

- Can lead to greater sense of powerlessness—another hand-out
- Can lead to a general passivity and lack of initiative
- Can lead to an absence of assuming responsibility
- Need to move toward more independency or interdependency

How to create an unhealthy dependency

1. Make an alliance with a lone ranger
2. Send money directly to individuals
3. Finance pastors and local churches—outside funding can hinder genuine indigenous growth
4. Give resources based only on need
5. Underwrite 100% of a ministry's needs

Healthy Interdependency

- Sharing of resources
- Expanding each other's perspective of God's mission
- Demonstrating the unity of the Church
- Demonstrating faithful stewardship of resources
- Demonstrating obedience to a higher law
- Experiencing the joy of being a blessing

Some guidelines

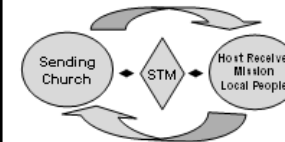
1. Go with an attitude that you do not have all the answers
2. Structure the team experience such that the short-termers become dependent on the local people
3. Take an attitude of being a learner
4. Must understand that the purpose of STM is often to empower people and then get out of the way—avoid dependency

Risks of resource interventions



- Can increase suspicion and competition
- Can allow existing resources to be diverted and used in destructive ways—alcoholism
- Can distort local economic activities and reduce incomes and employment opportunities—e.g., health clinic
- They can never be enough—what about those people not helped by the dentist or the doctor?
- Solution? Empowerment!

Vision for Partnerships



Building Strategic Relationships

What is a partnership?

- A complementary relationship
- Driven by a common purpose
- Sustained by a willingness to learn and grow together in obedience to God



Complementary Partnerships

1. Partnering organizations must be independent of one another
2. Must be compatible in doctrinal beliefs and ministry values
3. Each partner must know and be willing to exchange complementary strengths and resources



Partnerships & Development

- Development is what happens when people learn, take charge of their own lives, and solve their own problems
- Development—that which people do for themselves
- Developmental partnership—conscious effort to strengthen the self-developing capabilities of the organization



Such Partnerships:

- Equip
- Empower
- Build capacity
- Build self-esteem
- Build independence and interdependence



Key Principle

The poor want to be empowered, not made dependent

Foundations of partnerships

- Shared vision
- Trust
- Openness and honest communication
- Long-term commitment
- The ability to cross cultures

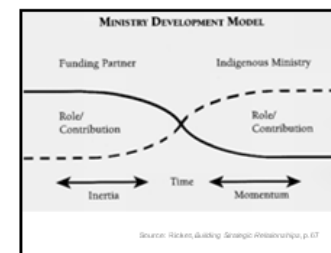


Importance of accountability

- Easy to understand but difficult to implement
- It must be a two-way street—this is the difference between partnerships & paternalism
- Must be understood in the context of the culture
- Clear expectations are essential—the challenge of effective communication

Building capacity

- Focusing on assets of the receiving community instead of their needs
- Key: enable people to release their energies and creativity
- Outsiders cannot impose change but can help facilitate self-development skills
- All are equal participants—all learn from one another
- Enhancing self-sufficiency—self-determination
- Follow-up training may be the value added by STM trips



Key Principle

Ownership can be a critical issue, especially with construction projects.

Individual Reflection

If a STM team from the U.S. goes into a country and builds a church by themselves but for the local people, whose church is it?

Individual Reflection

Does this mean that STM teams only go to teach and equip and "not do"?

[Short-term missionaries should go and do those things that the indigenous people cannot do.]

Group Reflection



What are some things that short-term missionaries can do that the indigenous people cannot do?

Possibilities for STM activities/projects

- Personal testimony
- Prayer walks
- Service – helps
- Bring financial resources to purchase certain things:
 - Mosquito nets
 - Tin for roofs on houses
 - Other?
- Equip/teach/empower

Danger of Doing Harm to Relationships

- Adopting policies of solidarity with or targeting aid to one group over against another can contribute to jealousy and conflict
- Relationships between the local church and recipients of ministry
- Likelihood of doing harm can be minimized by keeping spiritual transformation at the core of the ministry

STM & Economic Development?

- Need to understand that development is both a process and products.
- An important question:
 - Do I do my STM project to, for or with the receiving community?

STM & Development: What role for receivers?

(Harm) (Empowerment)
No Participation Much Participation



Empowerment/Participation

- This is a great challenge—hard work
- Lean against any tendency to fall into the trap of "having all the solutions"
- Must think more about the resources and skills that the local people possess and that can be utilized
- Teaching cross-culturally is very difficult and takes much expertise

Common mistakes

1. Assuming you think alike
2. Promising more than you can deliver
3. No explicit shared understanding of desired results
4. Underestimating cultural differences
5. Taking shortcuts
6. Forgetting to develop self-reliance
7. Running a race with no goal in sight—need an exit strategy

Wise Use of Money & Gifts

- Understand how you are perceived by the locals
- Better to buy supplies locally to support the local economy than to bring things
- General rule: do not give any gifts (except perhaps through the authority channels)
- Goal should be to empower people
- General rule: do not give to beggars or children (if you do not have money on you, you cannot give)
- On departure, consider giving extra money to your receiver/host or to a mission

Case Studies: Discuss

- Is it a good idea to give things to people who do not ask for them—pizza, toys, old laptop, money, etc? Why? Why not?
- Give money to people who ask for it?

Lesson 4 Preparing for Cross-Cultural Ministry

Part A

What is Culture?

Culture is the sum of the distinctive characteristics of a people's way of life.

Culture is not neutral. All cultures stand under the judgment of God and His word.

Each of us has a set of eyeglasses we look through to view reality



Those  represent our worldview which influences how we

- Understand reality
- Judge reality

Common Stereotypes of what the

U.S. thinks of the Majority World

- Lazy
- Inflexible
- Emotional
- Slow and unmotivated
- Rooted in traditions
- Corrupt leaders
- Naïve
- Strongly interdependent
- Spiritual

Majority World thinks of the U.S.:

- Aggressive
- Preoccupied with tasks
- Highly pragmatic
- Time & pressured
- Disconnected & lonely
- Corrupt leaders
- Educated
- Strongly individualistic
- Materialistic

After Dierksen, S/M Workbook, p.26

Understanding culture

- Cultures are complex and not easily understood
- Culture is a gift from God
- We are all shaped by our culture and carry cultural baggage wherever we go
- Different cultures have different worldviews

Challenge of Entering a New Culture

Culture is the sum of the distinctive characteristics of a people's way of life

- Each culture is unique
 - shared culture
 - personal culture—shaped by values, life experiences, family history, education, personality, region
- Each of us carries a cultural bias

Entering another culture

- We are all products of our cultural heritage which dictates how we see and how we interact
- We tend to think that everyone else sees and interacts with the world the way we do
 - Judgment comes quickly
 - Withhold judgment and ask questions then comes understanding

Cultural distinctives

- Language
- Attitude toward time, routine, schedule
- Attitude toward space and property
- Attitude toward use and sharing of resources
- Thought processes
- Role of family, kin, community

Cultural distinctives (cont)

- Attitude toward work and division of labor
- Gender—different modes of speech, dress, and conduct
- Modes of learning—by observation, modeling, or instruction
- Food
- Sanitation, hygiene
- Humor and games
- Beliefs, health procedures, social conflicts

Whole Group Activity: How we value time

Question: How long would you wait for someone to meet you at Starbucks?

- If <15 minutes, go to location 1 in the room.
- If <30 minutes, go to location 2.
- If >60 minutes, go to location 3.

This will show how people value time differently. Note: People in the Majority World have an attitude toward time that is different from us in the West. Clock time is much less important than event time.

Cultural blind spots in STM



- Our way is best
- "Time is money"
- The danger of misunderstanding the needs of the poor

Our way is best

- Insensitivity to differences
- Judgmental/critical spirit
- God-complex: this is what you need!
- Why can't they be more like us

Time—Clichés & Proverbs

- Time is money
- Making every minute count
- The sooner the better
- No time like the present
- Now or never
- Opportunity only strikes once
- Make hay while the sun shines
- He who hesitates is lost
- The early bird catches the worm
- Make it short & sweet

Time

Obsession with time leads to:

- Urgency
- Emphasis on "doing"
- Control
- Unwillingness to collaborate
- Impatience
- Demand for measurable results
- Undue emphasis on efficiency
- Quenching the Spirit

Biggest Challenges in STM

- Communication
- Misunderstanding
- Personality conflict
- Poor leadership
- Bad teamwork

—David Livermore — Serving with Eyes Wide Open

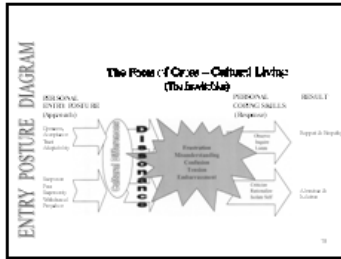
It takes time to Understand a Different Cultural

- Time—clock time vs. event time
- Task vs. relationship
- Context—high vs. low
- Individualism vs. Family & Community
- Power Distance—family, class, position
- Uncertainty avoidance

—Source: Livermore, Serve with your eyes wide open, p. 118-127

It Takes Time to Understand a new culture so in the meantime:

- Look for common ground or similarities
- Use caution when (over)interpreting nonverbal behavior as it can easily be misunderstood
- It takes longer to discern differences so be patient
- Beware of creating stereotypes. Cultures are different and individuals within a culture are different



Dealing with culture shock

- Be intentional in making choices to stay on the upper track
- Suspend judgment
- Discuss it with your team members, host missionary, other expatriates—de-briefing
- Journal to help process your thoughts and what you are observing and learning
- Try to learn a little of the local language
- Be an inquirer, listener, learner
- Examine your expectations—be realistic about what you hope to accomplish

Culture Shock: How to respond?

"The more we retreat from the Culture and the people the less we learn about them; the less we know about them, the more uncomfortable we feel among them; the more uncomfortable we feel among them, the more inclined we are to withdraw."

Source: Sharon Elmer Crosscultural, p.43

Culture Shock: What is it?

- "when you experience frustration from not knowing the rules or having the skills for adjusting to a new culture"—Elmer
- The reaction to the incongruity between your culture and one you are experiencing
- Typical emotions—embarrassment, disgust, fear, helplessness

Realistic Expectations

- Can help protect us from major disappointments
- Can minimize the impact of culture shock
- Expectations can be shaped by good preparation and training

Expectations about what?

- Local people's feelings about the U.S.
- Accommodations
- Food
- Personal hygiene and sanitation
- Noises
- Time
- Transportation
- Ability to communicate

Cross-Cultural Behavior: Some Guidelines

- Age—show respect for older people
- Hierarchy—show respect to leaders—listen & learn
- Gender—relationships, greetings, gestures
- Dress—dress modestly, adapt to conventions—pants, shorts
- Formality—present yourself according to your position
- Conversation style—hints, metaphors, direct or indirect
- Group presentation—be tactful instead of noisy, speak softly
- Values—understand what is acceptable and not

Cross-Cultural Behavior: Some Guidelines (cont)

- Food—eat & pray
- Possessions—take only necessities
- Time—go with the flow—event vs time orientation
- Groups—community more important than individuals
- Anger—oftentimes not expressed publicly
- Failure—can be perceived as a weakness, vulnerability, avoiding confrontation
- Gift Giving—need to know how to give/receive gifts
- Money—use with great care; danger of harm
- Promises—be aware of making promises intentionally or unintentionally

Adapted from: Stepping Out: A Guide to STI

More practical ideas

- Travel with a cultural insider
- Move about with equipment exposed—be transparent
- Know as much about the culture as you can
- Dress and act appropriately
- Consider not paying to film but offer to buy something

Small Group Activity

What kind of information should be solicited from each team member in a pre-trip assessment?

Lesson 5 Preparing for Cross-Cultural Ministry

Part B

Practical Behavior in our Host Country

Crossing the language barrier

- Trying to speak the language engages the culture and enters their world
- Demonstrates respect
- Opens the door to building relationships
- Everyone can learn 20 phrases & key vocabulary before a trip
- Be willing and ready to laugh at yourself

Crossing the language barrier cont.

- Individually—learn some conversational phrases
- Team—learn a song in the native language where you are going (sing in church)
- Be patient
- Don't be fearful of trying to speak the language, be willing to get out of your comfort zone
- Don't isolate yourself due to embarrassment

Taking Photos

- General rule: Ask for permission
- Respect people's privacy
- Children generally like their photos taken. Afterwards show on the digital screen.
- Don't be surprised if you are asked for money
- Do not take photos of security people or places
- Be sensitive
- Pre-plan for documenting trip experience with video

Using Media

- Very effective way to document and communicate stories
- Prepare and practice before trip
- Understand that you are outsiders and have come to learn
- Gain trust in receiving community
 - Make connections through established relationships
 - Describe your purpose for being there and desire to take video clips and photos
 - Be patient
- Always ask for permission before shooting

Health issues: as you prepare

- Take necessary medications with you including:
 - Imodium or Pepto-Bismol for stomachal diarrhea
 - Motion sickness pills and some dimenhydrinate for high altitude if necessary
- Inquire with host about contact lenses
- Plan to bring a first-aid kit and leave it with your host.

Health issues in country

- Drink only bottled drinks. No tap water, especially for brushing teeth.
- Carry personal bottles of water with you and drink a lot of it.
- Eat what your host recommends
- Eat at host recommended restaurants

Health issues in country (cont)

- Eat only cooked foods
- Do not eat raw fruits & vegetables unless washed in Clorox solution
- Do not eat off the streets, even though it smells sooooo good!
- Pray for God's protection - and willing to take some risks at counsel of your host receiver.

Basic Sanitation Guidelines

- Wash your hands frequently to minimize any bacterial contamination
- Carry antibacterial jells and alcohol wipes *but don't use them in front of the host nationals.*
- Avoid ice

Health Issues: Be Prepared

- Team leader should have medical information for every person (can be kept confidential)
- Check with CDC and in-country host about recommendations for vaccinations (www.cdc.gov/travel)—plan ahead
- Determine what medical-related skills are on the team
- Plan for some form of medical and travel insurance

Security & Safety Issues

- Travel in groups and where it is safe
- Keep billfolds and purses well protected
- Do not leave anything in unattended vehicles
- Take only what money you will need
- Do not go alone to ATM to withdraw money
- Be willing to give up your money if robbed

Security & Safety Issues (cont)

- Don't carry your backpack on your back in crowds
- Use only official transportation: busses, radio taxis
- Don't hesitate to ask questions of your host
- Keep with you at all times:
contact information for your host, lodging, embassy copy of your passport

BE ALERT AT ALL TIMES

Be Prepared for Crisis

- | | |
|--------------------------------------|--|
| Political | Personal |
| • Civil unrest - travel restrictions | • Rape |
| • Incarceration | • Immoral behavior |
| Accidental | Natural |
| • Illness - medical emergencies | • Flood |
| • Death | suggestions: |
| | 1. Prayer |
| | 2. Have current U.S. Embassy information |

Interpreting the Cross-Cultural Experience

- Switching from passive to active in interpreting what is going on around us
- As we interpret we adjust the knowledge we have gained
- Result: question our assumptions
- Key is awareness
- Need time for reflection
- Maximize benefit by JOURNALING—before, during, after

Persevering in the Cross-Cultural Experience

- Capability to "hang in there" through cultural differences
- Low vs. high in perseverance
- Adaptation vs. isolation
- "Motivation shapes cross-cultural engagement more than anything else"
- Danger of focusing solely on the task

Planning for Re-Entry

- Begin at the beginning—create and help shape expectations
- Pre-field training—connect training to returning
- On-field de-briefing—connect learning to returning
- Post-field de-briefing—plan to set aside adequate time
- Follow-through—church, participants, receiver hosts

Lesson 6
In-Country Ministry

On-field goers: remember

- Your sending supporters are still engaged
 - Prayer supporters/partners
 - Communication supporters
- You are under the authority of the receiver-host missionary or other local mission representative (why important?)

When you go—

- Go expectantly
- Go trusting
- Go prayerfully
- Go alertly
- Go humbly
- Go with thanksgiving
- Go empowered
- Go with flexibility

Attitudes to **take with you**

- Humility
- Patience
- Brokenness
- Servanthood
- Forgiveness
- Learner

Attitudes to leave behind

- Ethnocentricity
- God-complex
- I have—they need
- Superiority complex

On Arrival

- You will typically complete an immigration and customs form on entering a country (sometimes leaving as well)
- Be polite with the immigration officials
- If prudent, a prayer of thanksgiving at the airport affirms your purpose and begins your evangelistic outreach.
- Be prepared for jet lag

Orientation by host receiver or representative

- Lodging
- Food & drink
- Personal hygiene
- Planned activities
- Trip logistics on-field
- Security and safety issues
- Communication guidelines
- Money management
- Host country—culture, religion, economy, politics, history



Key Principle

The schedule for in-country ministry must include daily devotions, daily briefings and daily de-briefings to maximize long-term impact of the short term ministry.

Daily On-Field Devotions

Huge priority because of the necessity to:

- Keep focused on Christ not on the team
- Break down strongholds
- Sing, celebrate the Eucharist
- Grow spiritually
- Invite the participation of the host receiver
- Enjoy a time of conversational prayer

Daily On-Field Briefings

Important time to keep the team informed about

- Issues & concerns
- The day's schedule – logistics
- Site orientation
- Next day's plan
- Prayer

Daily On-Field De-briefings

Necessary for emotional and spiritual growth

Ask Yourself

- What really touched me today?
- What am I learning about God (and Satan)?
- What am I learning about other people and cultures?
- What am I learning about myself?

Importance of Journaling

Helps process the experience, refocus oneself

- Collection of memories-joyful things, challenges, faithfulness of God (Ps 143:5)
- Will help you grow in your faith/intimacy with God
- Helps in the re-entry process
- Provides input to the de-briefing
- Helps communicate your experience on re-entry
- Your journal may bless someone else along the way

Guidelines for Journaling

- Ask God to help you pray
- Write for yourself about your relationship with God
- Be honest with yourself; it is your journal
- Write in a manner that expresses who you are, it is not written for anyone else
- Be consistent yet flexible dedicate a daily time if possible

What to Include in Your Journal

- Experiences & observations, exciting events
- Joys
- Frustrations and sadness
- New friends
- Specific people
- God's handiwork in others
- God's faithfulness in his promises
- Self evaluations -values, biases, reaffirmations

How to Journal

- There is no one way to journal
- Dairy of daily events
- Write poetry
- Write prayers
- Reflections on how a verse of Scripture connects you with the current reality

Team Dynamics

- Misunderstandings
- Differences in values, goals
- Competition over resources
- Sinful attitudes and desires
- Stress caused by change
- Satan stirring the pot

James 1:2-3

“Consider it pure joy, my brothers, when you face trials of many kinds because you know that the testing of your faith develops perseverance.

- Guidelines for team unity
- Love above all -value differences
- Grow spiritually as a group
- Don't ignore problems
- Be willing to confess to one another and ask for forgiveness - accept blame
- Be willing to forgive and accept forgiveness
- Confront one another in love
- Recognize the authority of the team leadership
- Have a servant heart to one another
- Share with one another from your heart

Biblical Peacemaking & Conflict Resolution

1. **Overlook an offense** (Proverbs 19:11): a form of forgiveness, deliberate decision
2. **Reconciliation** (Matthew 5:23-24): sometimes need confession, loving correction, forgiveness
3. **Negotiation** (Philippians 2:4): looking for a settlement to satisfy legitimate needs

Be prepared for culture shock

- Entering another culture is about encountering differences—all day every day
- Poverty can be overwhelming
- Values may often conflict with yours
- You will be confused about why some things are done the way they are
- May be compounded by physical stress and exhaustion

Handling cultural differences

- Challenge to label our cross-cultural encounters as differences rather than as "right-or-wrong"
- Relieves us from the stress of dealing with so much that is wrong and being prone to negative judgments
- Our interactions with people will be more open with the possibility of learning the tapestry of the culture and God's work in new ways
- Practicing acceptance & trust will make it easier to keep fear and suspicion under control

After Christ: Conversion, pp. 50-51

Actions to Maximize the Benefit of STM Trip

1. Experience the culture
2. Explore the work of the host receiver
3. Extend the work of the gospel
4. Exchange insights and love with the nationals
5. Expose others to what God is going

Source: *Stepping Out: A Guide to STM*

Engage the Culture

- Attend a local church service in the native tongue—seek to understand how others worship
- In general, eat the local food and avoid international chain restaurants
- Walk and observe—take time to absorb
- Engage a local cultural event if possible—fiesta, soccer game, Saturday market, concert
- Take a bus (but be prepared)

Rules of thumb in cross-cultural ministry

- Ask lots of questions—be a learner
- Be willing to serve—be a servant
- Be willing to confess when you have done something wrong or wronged someone
- Be slow to make judgments
- Recognize who is in charge
- Think relationships, relationships

Behavior

- Concern: how to interact in ways that are culturally appropriate and meaningful
- This is largely how the short-term missionary will be judged
- Example issues:
 - Haggling
 - Pointing
 - Kissing
 - Dressing
- Practice, practice, practice
- Consciously adapt



Key Principle

People should take **priority** over **project** in ministry.



Key Principle

Those who go should see themselves first as ambassadors for Christ and second as a STM member.

Key Principle

Communication is more than being able to speak the language

How do we communicate?

- Words
- Actions—hugs, smiles, handshakes, gestures, prayer
- Importance of our behavior
- Arts provide a creative way to communicate the gospel—drama, puppets, dance, music, crafts
- Easy to communicate with children

Many Different Ways to Share the Gospel

- Personal testimony
- Jesus Film -- 700 languages
- Evangcube – story of salvation
- Salvation bracelets
- Wordless book – uses colors to communicate the gospel
- Tracts, books, Bibles
- Be sensitive, creative

Be Prepared to Evangelize

- You will get many different reactions to evangelism
- **Contextualize** the message. For example in Latin America “salvation by works” rather than by grace.
- Many of our examples or humor do not translate
- Keep it simple; be straightforward
- A good translator will deal with many of these issues
- Your responsibility is to be faithful and leave the results up to God. Often, you plant the seeds and God sends other to do the rest.

Approaching Receivers

- Ask questions
- Learn about assets and resources of the people, how God has gifted the local church or mission
- Affirm as a learner

Relationships with Nationals

- The local people will be curious about you—take the initiative to greet them
- Bless the people you meet
- Respect every person as being created in the image of God
- Plan relaxed time with the local people, especially sharing a meal if possible

Beware of Making Promises

- Tendency when caught up in the moment to make promises:
 - Maintaining communication
 - See each other again
 - Send photos or other things
 - Send money
- Only make promises with care and with the confidence that these can be fulfilled

Key Principle

Beware of making promises to the receiving community that cannot be kept.

Relationship with Host Missionary

- Learn about the ministry of your host missionary
- Inquire about his/her needs, including prayer concerns
- Invite feedback on the trip and how things are going
- Invite the missionary to share meals with the team
- Be a blessing to the host missionary

De-Briefing Before Departure

- Strategic opportunity to maximize long-term impact of STM trip on those who go
- Can be a critical time for reflection
- Involve the host-receiver
- Can be done during relaxed "down time" at end of trip or at airport

Daily de-Briefings

- On-field

Subsequent de briefing

- Post-field
- Why? To unpack the ministry experience

Lesson 7

Re-Entry & Follow Through

Training Goal



Re-Entry: *What's the big deal?*

- Don't underestimate the significance.
- Without pre-planning, the blessings of the mission can be weakened or lost.
- Result? Minimal impact of the STM experience

Re-entry is an opportunity to:

- Conduct a personal inventory of self-discovery, values clarification, life-changing decisions
- Experience growth
- Deal with culture shock/reverse culture shock
- Obtain divine guidance for the future



Key Principle

A different person is returning home which makes re-entry an individual process.

Let God work.

Some reactions upon Reentry into one's home culture

- Physical changes
- Emotional - losses, sadness, heartbreak
- Spiritual - experiencing God's call
- Intellectual- knowledge, understanding, new worldview
- Cultural- re-evaluation

Reverse culture shock: *Why?*

- You've changed *BUT* the rest of your former life has not
- You see God in a deeper way
- Your understanding of yourself and your values has changed
- Your understanding of your culture has changed
- Your worldview has been impacted

Factors that Impact Re-Entry

- Length of time away
- Depth of the experience
- Openness to continuing to learn
- Understanding by others in returning culture
- Awareness and preparation for re-entry transition (before you leave for the field)
- Personal approaches

Values that Impact Re-Entry

- Affluence in both individuals and churches
- Materialism in the culture
- Self-absorption of Americans
- Lack of world awareness
- Insensitivity of others regarding issues of poverty, suffering and those without Christ

Beware!!
of the attitudes that are
common among host recipients
who they re enter their
home culture.

A critical and judgmental spirit
An attitude of spiritual superiority

Individuals reenter their home country with different feelings.

Alienation or isolation: often found in young people who sometimes reject their home culture.

Imitation: The returning team member totally embraces their home culture

Integration: reconcile the differences between the two cultures by understanding the logic behind each cultural norm.

Upon Reentry: Integrate the STM Experience into your Life

- Acknowledge the losses and the changes
- Allow sufficient time to grieve and process
- Prepare consciously to bring some form of closure to the STM experience
- Resolve any remaining conflict
- Then look back with good memories and move on to the next chapter of life

Reentry and the STM leader

- Recognize you own need for debriefing and reentry adjustment
- Sort out and deal with your feelings—pray, journal, counseling
- Expect to experience a “low period” on return—especially things that went wrong or could have been done differently
- Remember Luke 10:20

Reentry and the STM team

- The team can be a valuable resource to one another for processing reentry issues
- Reentry planning must begin in the beginning of the STM preparation and training phase
- Reentry continues with on-field de-briefing
- An individual’s prayer partner can play a critical role as sounding board and counselor after returning home

Ideas for Reentry Debriefing

Allocate time for

- closure in host culture
- anticipation of what to say on return
- journaling—plan devotionals that lead participants through the transition
- Preparing “my story” which may be 1-20 minutes long
- with mentors, senders
- Reflect on what God might be calling you to do

Key Principle

Upon return *all Participants*: senders, goers, and host receivers should follow through where there is need, interest and opportunity

Carpe Diem!!

Responsibilities of Senders

- Welcome home the team
- Recognize the team before the local parish
- Facilitate communication of trip at different venues
- Help with post-trip evaluation and follow through
- Help follow up on any agreements or promises made with host receiver or recipient people

Responsibilities of Senders *continued*

- De-brief the team leader ASAP
- Identify and counsel those particularly impacted
- Present new or existing ministry options to those who are interested
- Identify those who might host visiting missionaries
- Discover interest in another STM trip and the possibility team leadership

Responsibilities of Goers

Communicate your experience to your senders and tell them

Thank You!

Share your Experience After You Return

- Be honest
- Do not overstate the impacts
- Focus more on the receivers, the reality of life in your host country, etc.

Share Your Experience

- Record stories - sights, smells, sounds
- Be ready- casual conversations will abound
- Take the initiative- plan opportunities
- Speak up - be bold and speak clearly
- Start strong - start with a hook, maybe a story
- Paint verbal pictures - dress the story, contextualize

Share your experience continued

- Illustrate the story - e.g. act out a conversation
- Focus on people rather than programs or vistas
- Convey important lessons - the lesson or moral of the story
- Accentuate the positive - not the suffering, evil, or materialism
- Encourage interaction through questions and dialogue
- Respect the time afforded

Options for Oral Reports to the Senders -

- Personal follow up with key supporters
- Sunday morning worship service
- Sunday education forums, both adult and youth
- Bible studies or cell group meetings
- Missions & outreach committee
- Parish pot-luck dinner with photos and testimonies
- Unplanned (God-ordained?) encounters

Options for Written Reports to the Senders

- Personal letters to key supporters
- Inserts in Sunday bulletins
- Article in weekly church newsletter
- Email distribution list
- Web blog

Goers, make sure you follow through with your host receivers

- It is critical that you follow through with any promises you made to the recipient people
- To send photographs
 - To correspond
 - To provide financial or other resources
 - To return

Goers, make sure you follow through with your host receivers

- Follow up with host receivers on what worked and what did not work
- Seek feedback from the recipient community (via your host receiver) on what worked and what did not work
- Opportunity to learn, shape STM trips, develop trust, relationships

Key Principle

We need to integrate short-term teams with long-term missionaries in a mutually beneficial manner.

Follow-through Responsibilities of the Receiver Hosts

- Maintain contact with the team leader
- While team is visiting, invite those interested to receive your ministry updates
- Follow through with emails
- Pray
- Do your own follow-through evaluation—contextualize for your ministry—opportunity to learn
- Offer to visit the sending church—be intentional



Key Principle

Receiver hosts should follow through with the Short Term leader to explore possibilities for future partnerships.

STM team and re-entry

- Importance of follow-through meeting
 - Within 1 month
 - 2 months later
- Encourage each other
- Help process the experience

Personal Spiritual Reflection Upon return

- Re-examine your worldview
- Reflect on the ministry of the local church
- Reflect on what God may be calling you to do
- Cultivate a compassionate heart
- Develop an understanding of what the Bible says about injustice, oppression, poverty, etc.

“De-Griefing”

- “People back home really don’t seem to be all the interested in my incredible adventure”
- “People really don’t seem to care about how the poor are suffering. They don’t care about missions.”
- “People are so hung up on material things and use their money so foolishly.”

“De-Griefing” (cont)

- “I think that a lot of the people who went on the STM trip were just looking for fun.”
- “I do not think people on the team were really listening to what God was trying to say to them.”
- “I am not sure what I believe. How could a good God allow such poverty and suffering? I am so confused.”

Post-trip Evaluation

- The thing I liked best was ...
- The thing that made my STM trip most unpleasant was ...
- The most significant lesson God taught me was ...
- The area in my life where I saw the greatest change was ...

Post-trip Evaluation (cont)

- One story that sums up what God did through me is ...
- The biggest challenge I face in returning home will be ...
- The thing I’m most thankful to God for is ...



Key Principle

We need a long-term view of short-term missions