

WORLD WITHOUT ORPHANS

ROADMAP

Foundations for Active Engagement



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All content in the *WWO Roadmap* is also available online with added resources and media at wworoadmap.org



Acknowledgments

World Without Orphans Roadmap: Foundations for Active Engagement is a result of broadscale collaboration among global, regional, and national leaders across many faith communities. It is informed by experts from global organizations that lead the way in identifying best practices for caring for vulnerable families and children.

The World Without Orphans (WWO) Team coordinated and prepared the document. In addition, core teams developed each of the four major sections:

- **Broadscale Collaboration.** We are thankful to all the international WWO partners and especially to WWO Ambassadors from six global regions. We thank them for their insights and advice. Without their courage to serve and willingness to share what they have learned, the WWO Broadscale Collaboration section would be missing its very essence.
- **Intervention to Strengthen Family-Based Care.** The experiences of many international WWO partners and over 100 global trainers from 32 countries — countries such as Zimbabwe, Ethiopia, India, Bangladesh, Romania, Armenia, Jordan, South Africa, Botswana, Nicaragua, Brazil, Kyrgyzstan, Tajikistan, Uzbekistan, Kazakhstan, Nepal, Cambodia, and Belarus — made this section possible. They sensed a call to family and orphan care, equipped thousands upon thousands, and now their voices are going out to equip many others. Their focus addresses what works, what is needed, and the challenges that face us as we journey together towards a world without orphans.
- **Preventing Orphanhood and Vulnerability by Addressing Violence Against Children and Poverty.** We appreciate the collaboration of 10 global agencies, including the World Health Organization, the Centers for Disease Control (CDC), UNICEF, the World Bank, who worked with researchers and 140 program experts from around the world, to identify a discrete set of the world's most effective policies and programs for preventing root causes of violence and vulnerability in children. Their commitment to public access to these best programs through the INSPIRE core package has made it possible to include links to these programs in the **WWO Roadmap**.
- **Living Refreshed — Spiritual, Relational and Practical Self-Care.** We are grateful for the love and support of the pastoral team who contributed this section, with an aim to strengthen leaders in the nations who share the Lord's passion for a world without orphans. From experiences serving leaders in every world region, the authors share principles for living refreshed spiritually, relationally, and practically, along with freely available print and digital resources.
- For seeing the dream of this Roadmap to guide our shared journey towards a world without orphans become reality, we thank our heavenly Father who makes the impossible possible.

CONTENTS

Welcome to the World Without Orphans Roadmap	8
Introduction to the WWO Roadmap	9
The Overview	9
The River of Orphanhood and Vulnerability	9
The <i>WWO Roadmap</i> Focus Areas	10
The Vision	12
The Collaboration	13



Section I: Broadscale Collaboration

The Overview, the Vision, the Collaboration , the Learning Community Approach	16
1. Preparation for Broadscale Collaboration	19
Motivated by a Sense of Calling	19
Understanding the Need: Urgency and Opportunity	19
Understanding the World Without Orphans Vision, Mission, and Cornerstones	20
Commitment to Core Values	20
Caring for Ourselves Spiritually, Relationally, and Practically	21
The Learning Community Approach	21
2. Building a Team	22
Casting the WWO Vision	22
Building Relationships with Potential Partners	22
Growing Collaboration by Developing Teams	22
Responsibilities of a Facilitation Team	23
3. Strategic Thinking	24
Understanding Prevention and Family-Based Care	24
Assessing your Country's Needs and Opportunities	24
Creating a Strategy	26
Working with Others	27
4. Raising Awareness	28
5. Supporting the Church	29
6. Equipping Others with Best Practices	31
7. Maturing an Initiative	32
8. Monitoring and Evaluation for Broadscale Collaboration	32
9. Conclusion	33



Section 2: Intervention to Strengthen Family-Based Care 35

The Overview, the Vision, the Collaboration, the Learning Community	36
1. Continuum of Care for Children	38
Adapted from <i>Faith-to-Action Initiative</i>	38
Reunification	39
Kinship Care	40
Foster Care	41
Adoption	42
Pursuing Permanency	42
The Learning Community	43
Resources	43
2. Core Training for Pastors and Faith Leaders	44
Trauma-Competent Care Training	44
Care Provider and Advocacy Training Series	44
Risk to Resiliency: Working with Families in Crisis	45
3. Intervention Tools for Dealing with Crisis to Hope	46
Pathways to Healing – First Steps	46
Trust Exceeds Hope	47
4. Resources for the Church	48
Resources that Reach Children	48
Resources that Reach Families	49
Opportunities for Service for the Local Church	50
Resources from Adoptive and Foster Parents, for Adoptive and Foster Parents	51
5. Monitoring and Evaluation for Intervention	50



Section 3: Preventing Orphanhood and Vulnerability by Addressing Violence Against Children and Poverty 55

The Overview, the Vision, the Collaboration	56
1. Prevention of Violence: A Global Priority	58
Magnitude of Violence Against Children	58
Root causes of Violence Against Children and Vulnerability are Similar to Root Causes of Orphanhood.	59
Components of INSPIRE	59
2. Strategies, Approaches, and Programs of INSPIRE	61
Implementation and Enforcement of Laws	61
Norms and Values	62
Safe Environments	63
Parent and Caregiver Support	64
Income and Economic Strengthening	65
Response and Support Services	66
Education and Life Skills	67
INSPIRE Accelerators	68

3. From Crisis To Hope	69
Growing Crisis	69
Multiplying Hope	69
4. Cross-Cutting Activity	71
Multisectoral Actions and Coordination	71
5. Resources for the Church	71
Resources that Reach Children	71
Resources that Reach families	71
Resources that Reach Congregations	72
Resources that Reach Communities	72
Programs That Reach Families, Churches, And Communities In Crisis (See Hope In Crisis Section)	72
6. Monitoring and Evaluation for Prevention	73
7. Conclusion	75



Section 4: Living Refreshed: Spiritual, Relational, Practical Self-Care

The Overview, the Vision, the Collaboration	78
1. Spiritual Care — Secret Place Ministry	79
Do I Have What It Takes?	79
What Happens in the Secret Place?	79
2. Spiritual Care — By Filling Your Emotional Cup	82
No Need to Burn Out	82
3. Relational Care — The Importance of Friendship	84
Created for Connection	84
The Importance of Friendship	85
Conclusion	87
4. Practical Care — Move, Eat, Sleep	88
Staying Active	88
Fueling Your Body	88
Getting Rest	88
5. Caring Well — Prioritizing the Essentials	90
Everybody Benefits When the Leader is Refreshed, and Everybody Suffers When the Leader Has Nothing More to Give	90
Setting Boundaries and saying No!	92
This Hope	93
Spiritual Practices	93
6. On the Journey to Discern the Father's Call	94
Does God Speak Today?	94
Developing a Strong Spirit	94
Bible Meditation	94
Journaling	94
7. Monitoring and Evaluation for Living Refreshed	95

Conclusion of the World Without Orphans Roadmap

WELCOME TO THE WORLD WITHOUT ORPHANS ROADMAP

We want to welcome you to the launch of the *World Without Orphans Roadmap: Foundations for Active Engagement*, which will serve to guide us on our journey together towards a World Without Orphans.

Our vision on this shared journey is that every child would grow up in a safe and loving family, know their Heavenly Father, and reach their God-given purpose.

You cannot imagine how thankful we are for your unique contributions and collaboration.

Our shared mission is to call and equip national leaders to collaborate in solving their countries' orphan and vulnerable child crisis.

God's call is for believers to care for orphans and vulnerable children and their families. The Church is both global and local and, therefore, perfectly placed everywhere to engage with many other partners in supporting and strengthening families, so that orphaned and vulnerable children thrive. We believe that together we can join God in what He is doing to solve the global orphan crisis, country by country.

We have been praying for those who will join this journey, and we believe the Lord will be blessing and speaking to us of His love and care for us, for children, for families, and for nations. We are asking Him to do immeasurably more than we could ask or imagine in multiplying the impact of our service as He strengthens our connections to His love, to each other, and to many others who will be joining the journey.

INTRODUCTION TO THE WWO ROADMAP

THE OVERVIEW

The River of Orphanhood and Vulnerability

Every time a child falls in the river of vulnerability, dangerously caught up in the whipping and life-threatening current, we rush together to try to rescue the child and pull him or her to safety. This corresponds to all we do to try to help children in institutions, trafficked, or on the streets. After countless days and years of pulling terrified and drowning children out of raging waters, someone asks, “Why don’t we walk upstream and keep the children from falling into the river in the first place?” Of course, we keep pulling the drowning children out, but we also see we could help prevent these terrifying vulnerabilities by protecting children from falling into the raging current in the first place. Both prevention and rescue will require fitness at the individual level for those helping and intentional collaboration among those serving on the prevention and rescue teams. This story sets the stage for the overview of the *WWO Roadmap*.

THE RIVER OF ORPHANHOOD AND VULNERABILITY



The WWO Roadmap Focus Areas

As a small group of the WWO global team sat praying and talking about one question, “Why don’t we see a World Without Orphans now?” we sensed God showing us four key answers to our question. These answers opened up opportunities that became the four focus areas for the *WWO Roadmap*. An overview of these four areas and the corresponding opportunities the Roadmap addresses follows.



#1. BROADSCALE COLLABORATION

God is drawing an ever-expanding crowd of individuals, churches, groups, organizations, alliances, and networks to care passionately about broadscale collaboration to reach monumental goals. It appears that God is establishing a kairos moment, in which many will recognize the love and power of God, through His Church, on behalf of orphans and vulnerable children. The challenge is big — there are from 2 to 8 million children living in orphanages, more than 150 million children who have lost one or both parents, and more

than 1 billion children — one of every two — who experience serious abuse each and every year. Such a challenge is so big that it requires a new way of working together, in which the Church, government, non-profit, and business communities actively coordinate their actions and share lessons learned. In this collaboration framework, it matters little who waters and who plants; it matters most that *God is causing the growth* (I Corinthians 3:6) to help vulnerable families and children reach their God-given purposes. Such collaborations are characterized by broad partnerships among church alliances and organizations, as well as across the seven spheres of influence, including religion, family, education, government, media, arts and entertainment, and business.



#2. INTERVENTION

The global commitment to family-based care as being God’s intention for children has caused governments to look to national faith leaders to help support interventions to strengthen families, including reunification, foster care, and adoption. Now, in more than 38 nations, pastors and church leaders are actively engaging in broadscale collaboration with a vision for a world without orphans, and, in another 47 countries, World Without Orphans movements are emerging. Pastors, priests, and other faith leaders are acting on fresh recognition that God is “*a father to the fatherless and places the lonely in families*” (Psalm 68:5-6). They are encouraging those in their congregations to help strengthen families in the process of reunification and to foster and adopt children for whom safe reunification is not possible. We all benefit from training in understanding the impact of early loss and deprivation for a child and for becoming instruments of the Lord’s healing, hope, and restoration for vulnerable children and their families.

Experiencing a disaster, trauma or crisis in a family can cause extreme stress for children and their families. Children of all ages – from those who are young to those who are adolescents -- are at particular risk for mental health issues, such as anxiety, depression and even PTSD. Natural disasters, war, and world crisis can impact the social fabric of both a community and a family. In fact, according to Harvard University – Humanitarian Response to Conflict and Disaster, all the above can create insecurity, mistrust, ethnic tensions hatred and violence. Intervention strategies are essential if the church is to be seen as an instrument of healing and strengthening families.

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Today, the world is beginning to see as never before the words of Ephesians 1:23 — “*The Church, you see, is not peripheral to the world; the world is peripheral to the Church.*”



#3. PREVENTION

As governmental leaders in every nation are now beginning to see that orphanhood, abuse, and vulnerability in children are preventable, not inevitable, they are asking church leaders for help. Global data show that if we do not include a strong focus on prevention as we catalyze increases in family-based care for children in institutions, emptied orphanages fill right back up with the next set of vulnerable children. According to Dr. Charles Nelson from the Harvard Center on the Developing Child, global research shows abuse and poverty as the strongest drivers for institutionalization. An even more common challenge than institutionalization is the large number of children who are abused, but they live in countries without an effective legal system to protect them. While such children may never come to the attention of a foster system or orphanage system, they are often known and can be helped by neighboring church communities. As for WWO, our desire is to do what we see Jesus doing, and He was outspoken in His stand for abused children. *“But if anyone abuses one of these little ones who believe in me, it would be better for him to have a heavy boulder tied round his neck and be hurled into the deepest sea than to face the punishment he deserves!”* (Matthew 18:6, The Passion Translation). Particularly with the increases in internet-driven exploitation of children, faith leaders around the world are learning about and implementing programs that work to protect children in their communities. As our friend Menchit Wong, who serves on the Global Council for WWO and served in the executive leadership of Compassion International for many years, says, “If we do not reach vulnerable children first to help them, many others will reach them to harm them.”



#4. LIVING REFRESHED: SPIRITUAL, RELATIONAL, PRACTICAL SELF-CARE

Practitioners on the front lines of service to vulnerable children face high demands on their emotional and spiritual reserves. If we are not careful, the practical, emotional and spiritual expectations of this calling become overwhelming. When servant-hearted and Christ-like leaders get burned out, they step back from their service. As a movement, we cannot afford to lose good people to burnout. In Isaiah 40:30-31 the scriptures affirm that “Even youths grow tired and weary, and young men stumble and fall but those who hope in the Lord will renew their strength.” Therefore, learning how to hope in the Lord to replenish our physical, emotional and spiritual reserves is a vital habit we all need to develop.

In the Living Refreshed portion of the Roadmap we encourage advocates, champions, and practitioners toward a combination of practical self-care and spiritual habits. This combination keeps us abiding in Jesus Christ and growing into His image. In John 15 Jesus said, “I am the vine; you are the branches. If you remain in me and I in you, you will bear much fruit; apart from me you can do nothing.” In this Living Refreshed section, we hope you discover the tools to help replenish you so that you bear much fruit.

THE VISION

In this journey, we are trusting God to use the *WWO Roadmap* as a tool for empowering leaders in more than 80 nations, engaging thousands of churches, strengthening tens of thousands of families, and helping hundreds of thousands of children reach their God-given purpose. Because we believe Jesus shows He cares about each child, when He says, “*Let the little children come to Me and do not hinder them, for such is the Kingdom of heaven*” (Matthew 19:14), we at WWO also care about each and every orphaned and vulnerable child.

This includes:

- each child who is a **social orphan** (has living parents unable to care for him/her), such as most of those living in orphanages or institutions
- each child who has **orphan status**, as one or both parents is dead
- each child with an **orphan spirit**, such as those suffering from hopelessness and loneliness, which is common for those who have experienced sexual, physical, or emotional abuse, bullying, or exploitation (both online and face-to-face)

The *WWO Roadmap* highlights the framework and resources needed to accomplish the inspirational aim of helping each child reach their God-given purpose by building motivation and skills to address the four key priorities through training, mentoring, and learning communities, as described below:

- **BROADSCALE COLLABORATION** allows us to co-labor with God the Father and with many others in building His kingdom of love and safety for families and children.
- **INTERVENTION** helps strengthen family-based care for orphans and vulnerable children, including supporting families in reunification, foster families, and adoptive families.
- **PREVENTION** of orphanhood and vulnerability addresses violence against children, poverty, and disability because we care about each child.
- **LIVING REFRESHED: SPIRITUAL, RELATIONAL, PRACTICAL SELF-CARE** for Christ-followers called to serve orphaned and vulnerable children is the secret to living refreshed as we serve.

Our vision is that when these four priorities are combined, advocates, champions, and practitioners will have access to the tools they need, as they collaborate towards God’s great vision for families and children in the nations. In addition to providing the tools, WWO regional ambassadors will encourage, build up, and pray for national leaders as they discern God’s plans for their countries.

THE COLLABORATION

We are grateful for the collaboration of many individuals and organizations in preparing the *WWO Roadmap*. As we engaged with those serving the global Church in the four focus areas for the *WWO Roadmap*, we prioritized for inclusion a limited set of **core** resources that met these criteria:

- Simplicity and cross-cultural relevance in mind, with a focus on national faith leaders
- Builds the WWO Mission, Vision, and Cornerstones
- Integrates spiritual/relational/practical
- Has a vetted track record of use, has been evaluated, and is considered **evidence-based and/or professionally recommended** by a wide array of experts
- Resource is simple enough to be applicable at the level of a local church, since the aim is that the Roadmap equips national Christian leaders to build capacity of local church leaders
- Commitment is to include **core** material from a variety of global partners by engaging key collaborators with a track record of excellence
- Partners sharing materials have a commitment to collaboration over competition and will make the materials free for those in collaboration with World Without Orphans
- The materials are broadly applicable and easily understood by champions, advocates, and practitioners

With these criteria in mind, WWO acknowledges the ever-growing list of partners who have contributed to the content of this Roadmap, including: Alongsiders, Back2Back Ministries, Faith to Action Initiative, Forgotten Voices International, Home for Good, Hope at Home, HOPE International, LAMb International, Northlands Church, Orphan Sunday, VIVA, the World Health Organization, WEA, Parenting for Lifelong Health.



All content in the *WWO Roadmap* is also available online
with added resources and media at wworoadmap.org

Section 1



BROADSCALE COLLABORATION



The Overview, the Vision, the Collaboration

1. Preparation for Broadscale Collaboration
2. Building a Team
3. Strategic Thinking
4. Raising Awareness
5. Supporting the Church
6. Equipping Others with Best Practices
7. Maturing an Initiative
8. Monitoring and Evaluation for Broadscale Collaboration
9. Conclusion

THE OVERVIEW

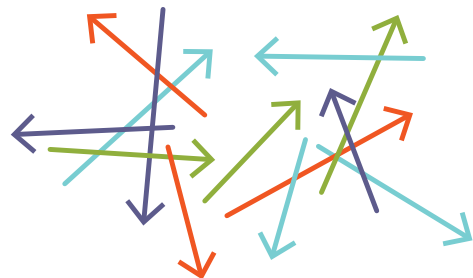
Collaboration, or the process of working together with others, is the foundation of World Without Orphan's mission. While often it is a single person or group that is called and will serve as a catalyst for change in their own country, WWO's belief and experience is that God gives a new vision for a broad collaborative approach to addressing the orphaned and vulnerable child crisis. In addition to the Christian community, broadscale collaboration involves partnering with key leaders from other spheres of influence — such as government, academics, business, and media — who value working together for the goal of lasting impact for children and their families. The challenges for this type of broadscale collaboration are illustrated in the diagram below showing traditional approaches to addressing the orphan and vulnerable child crisis.

WHY DO WE NEED A WORLD WITHOUT ORPHANS MOVEMENT?

Traditional approaches are not solving the global orphan crisis

- Funders select **individual grantees**
- Organizations **work separately** and compete
- Corporate and government sectors are often **disconnected** from foundations and non-profits
- **Measurement and evaluation** attempt to **isolate** a particular organization's impact
- Large-scale change is assumed to depend on **scaling organizations**

ISOLATED IMPACT



The “Broadscale Collaboration” section that follows includes key elements for building and sustaining a national initiative (see figure). These are elements that are considered vital by those who have walked the path before. Seeking a national “Without Orphans” collaboration is a process, not an event. Your journey may not follow the order of the elements as they are listed below. However, your journey will likely benefit from each of the elements at some point.



THE VISION

This Collaboration section encourages you to take the next steps as you seek to join in God's work towards seeing your national "Without Orphans" partnerships grow. The WWO global team is here to help you on this journey. You can benefit from the support, teaching, and encouragement of a global or regional ambassador or coach, and you can strengthen the WWO learning community by sharing what God is doing in your nation.

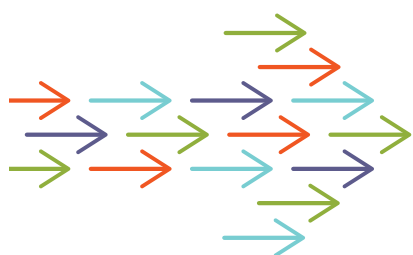
THE COLLABORATION

The World Without Orphans global team, regional ambassadors, and organization partners collaborate to support national and regional teams in developing broadscale collaboration. This type of broadscale collaboration, which accelerates long-term positive transformation, is illustrated in the collective impact diagram below.

COLLECTIVE IMPACT IS A NEW PARADIGM

Multiple players in a **Movement** work together to solve complex problems

COLLECTIVE IMPACT



- Understand that social problems — and their solutions — arise from **interaction of many organizations within a larger system**
- **Cross-sector alignment** with government, non-profit, philanthropic, and corporate sectors as partners
- **Organizations actively coordinating** their action and sharing lessons learned
- Organizations working toward the **same goal and tracking the same measures of progress**

1

PREPARATION FOR BROADSCALE COLLABORATION

Motivated by a Sense of Calling

Strong “Without Orphans” national collaborations have their foundation in a shared calling from God to partner with others on behalf of orphaned and vulnerable children. Passionate servant leaders are not only responding to the needs they see, but also are responding to God’s calling towards caring for orphaned and vulnerable children and their families. Each person has unique contributions to make based on the calling they have been given.

Understanding the Need: Urgency and Opportunity

Collaboration should be rooted in a solid understanding of the needs, urgency, and opportunity that exist today in the place you sense a call to serve — it may be your nation, province, city, or community. Around the world, children are vulnerable to abuse, neglect, and exploitation, including any child who:

- lives outside of family care, including in orphanages, shelters, or on the streets; these children are often called **social orphans** because up to 90% of them have living parents
- has had one or both parents die; such children are known as “single” or “double” orphans and are considered by governments as having **orphan status**
- has experienced abuse, neglect, or exploitation and seems to have an **orphan spirit** — feeling alone, worthless, having no sense of purpose and little hope; these children often live in families in crisis

It is important to understand the unique situation of vulnerable children and families in your context and recognize potential opportunities to address the actual needs (see the sections on Strategic Thinking and Assessing Your Country’s Needs and Opportunities that follow for suggestions on what information and data to collect). When we have a strong foundation of understanding the need, WWO teams are better prepared to help engage local churches in serving vulnerable children and their families.

As we grow to understand the challenges orphaned and vulnerable children and families face and begin to pray for them, God shows us *opportunities* to engage churches and strengthen families so that children can thrive. The Spirit of God is opening a wide door for service as we follow Jesus, who says, “*He who receives one child in My name, receives Me.*” Our Heavenly Father’s good plan is a permanent and healthy family for children, as “*God is a father to the fatherless and places the lonely in families*” (Psalm 68:5-6).

Understanding the World Without Orphans Vision, Mission, and Cornerstones

You are part of a global movement. The WWO Movement exists because of our shared Mission, Vision, and Cornerstones.

- **Our vision** *is for every child to grow up in a safe and loving family, know their Heavenly Father, and reach their God-given potential.*
- **Our mission** *is to call and equip national leaders to collaborate in solving their country's orphaned and vulnerable child crisis.*
- **Our cornerstones** *for accomplishing the mission and vision are God, the child, the family, the Church, and the movement.*

GOD is at the center of all we do. He welcomes all, has adopted us into his family, and is a Father to the fatherless. He calls us to seek justice and care for the most vulnerable.

The **CHILD** is our focus, each of whom has inherent value and the right to reach their God-given purpose.

This cannot be accomplished without the development of the **FAMILY**, the best environment for a child to grow and thrive.

The **CHURCH** has the capacity and is commissioned to lead the effort in strengthening families, reducing vulnerability, and ending orphanhood.

It is through a **MOVEMENT** that broadscale collaboration across key spheres (such as government, education, arts/entertainment, business, family, religion, and media) will lead to the transformation of communities and societies.

Take time to reflect on how the Mission, Vision, and Cornerstones relate to the situation in your country. How does this vision align with your vision and God's vision?

Commitment to Core Values

A commitment to broadscale collaboration has always been vital to the success of a World Without Orphans national movement and is, therefore, a key element of the *WWO Roadmap*. While it may be tempting to do this work alone, we recognize we are part of the body of Christ when we partner, collaborate, listen, encourage, and work with others. We need each other.

God's vision for your country is surely bigger than what one person or organization can accomplish alone. The "Without Orphans" countries that have accomplished the most for children and families have been led by national teams of Christ-followers whose core values include humility, service, and collaboration across faiths, stakeholders, and sectors. The national "Without Orphans" collaboration is not owned by any one person or group, but is activated through grassroots movements, which implement family-based solutions for orphans and vulnerable children in their communities, nations, and networks.

Take time to reflect: Collaboration is more than a means to accomplish goals. It is actually one of the goals of a national World Without Orphans initiative. Where have you observed healthy collaboration in your nation?

Caring for Ourselves Spiritually, Relationally, and Practically

As we collaborate, we have an opportunity to help each other stay rooted in Christ and seek health in all aspects of life.

Resources that help us to live refreshed by building spiritual, relational, and practical self-care can be found in Section 4 of this Roadmap. We encourage “Without Orphans” teams to choose one of the short chapters or videos in Section 4 to guide part of the discussion and prayer focus at each team meeting. These serve to remind us that, while each of us may contribute to advancing God’s goals for children living in loving families, it is ultimately God who “*gives the growth*” (I Corinthians 3:6).

Take time to reflect: Review the chapter titles for Section 4 on spiritual, relational, and practical self-care. Spend some time reading or listening to one of the resources. How can the message here help you live refreshed?

The Learning Community Approach

The Learning Community approach is a vital part of WWO ministry on local, national, regional, and global levels.

Community is a gift. To have people with whom we can cry, laugh and share life’s joys is truly a blessing from God, and in these days of uncertainty and crises, we need God’s gift of hope bringing community more than ever. We were not created to be alone and even not to learn alone. In a learning community, **we can share life and learn together**. In a learning community, we can experience the blessing of different gifts to serve each other and to serve a bigger purpose together.

Four personal commitments are **vital to forming a learning community** with a WWO vision. I commit myself to...

- 1)...be willing to learn from others, even if I’m the ‘expert.’
- 2)...contributing to discussion, so others can learn from me.
- 3)...put into action what I learn, and share my experiences.
- 4)...be accountable to others, and to hold others to account.

2 BUILDING A TEAM

Casting the WWO Vision

A team is required to respond to God's plans for your country, province, city, community, or church. Take time as you begin, and throughout the journey, to consider who might be able to work well with others and bring about influence in solving the orphan crisis in your nation.

Spend time talking with those people about your vision and ask whom else you should talk to. Because the big vision of World Without Orphans requires broadscale collaboration, it is likely there will be a wide variety of faith perspectives represented. There are many God is moving to respond to His call to care for orphans and vulnerable children in our nations and neighborhoods. If you sense that God is calling them as well, invite them to join you.

Building Relationships with Potential Partners

A helpful tool for solidifying a team is hosting round tables or meetings to discuss the challenge, opportunities, and vision with potential partners. In this meeting, you might pray together, present known statistics or information on the situation in your country, ask questions, and begin to dream together. Some questions may include:

- What is the situation of orphans and vulnerable children in our country?
- What are we dreaming about for the situation in our country?
- What is the response and involvement of the Church in our country?
- What is the response of the government, non-governmental organizations, or the business community to the needs of orphans and vulnerable children?
- Who is currently involved in serving those who are living in orphanages, with foster families, or on the streets?
- Who is involved in helping prevent sexual, physical, and emotional violence and abuse among children living in vulnerable families?
- What could be done collaboratively?
- Who else could be involved?
- Who will facilitate the process?

This meeting might lead to other gatherings, expanding your circle. It may also be a good time to invite regional or global leaders who have been a part of a World Without Orphans national initiative.

Growing Collaboration by Developing Teams

After meeting together for prayer and exploring the situation of orphans and vulnerable children and families in your country, the group or members of that meeting can form a team, which is often called a "facilitation team," because they are committing to facilitating the process of collaboration. Think carefully about who should be on the team. A facilitation team should include mature leaders — people of hope with servant hearts, not seeking status or positions, but seeking to find godly ways to collaborate for children and vulnerable families. For a facilitation team to be efficient and have the greatest impact, it is helpful to have a balance of advocates, champions, and practitioners.

- **Advocates** are leaders who have the ability to speak to or have influence in a broad group of people.
- **Champions** are those who are working with advocates as well as engaging practitioners in making sustainable and lasting changes to caring for children.
- **Practitioners** are workers who have direct connection to children who are being cared for. This includes both prevention by keeping children in their existing families through evidence-based approaches and restoration by restoring children to safe, stable, and nurturing families.

As a national collaborative initiative grows, a facilitation team may consider other organizational support structures to nurture the process of collaboration. The formation of the organization structure should be culturally relevant and support impact, valuing accountability and transparency. As national “Without Orphans” initiatives grow, God typically broadens the collaboration to include more and more partners.

There are many types of support structures, and you will know best which traditional or non-traditional structure may fit your team and cultural context. WWO has learned from many other networks, organizations and movements in this process. Here is a resource with principles and ideas on structures and movements that will be helpful to consider as your team discovers together which structure will best serve the movement in your context: wworoadmap.org/resource/structure-and-movements

Take time to reflect: A facilitation team and any organizational support structure should be flexible and able to change as needed in order to best support growth, collaboration, and progress toward the vision of seeing churches engaged, children in safe and nurturing families, and vulnerability prevented. As you think about the facilitation team, consider the roles needed and what role you might best play at the current time.

Responsibilities of a Facilitation Team

The goal of the facilitation team is to support collaboration, which will help engage the Christian community in supporting children in families. The team enables a process for a broad collaborative impact in the country. A core foundation for such impact includes growth in understanding best practices for both family-based care (see Section 2) and prevention of orphanhood and vulnerability (see Section 3). While a facilitation team may organize events such as campaigns, conferences, prayer meetings, trainings, and planning meetings, the focus of their work is not on events, but on seeking and serving God together.

As a new “Without Orphans” facilitation team is forming, one of the first priorities is to understand and integrate the WWO vision, mission, cornerstones, and core values into your own context. WWO regional ambassadors and servant leaders from other WWO national teams can help by sharing testimonies and experiences of how God helped already established teams begin. Each national WWO team grows by combining learning from across countries with learning from their own country’s data on orphans and vulnerable children and on the people, churches, organizations, and groups engaged in serving them.

The facilitation team should recognize the importance of emphasizing the spiritual, relational, and practical aspects in the work being done and in the team relationships. Prayer, contemplation on Biblical texts, and trust built through friendship, communication, and mutual accountability are vital. Additionally, planning practical action steps is critical for the WWO facilitation team. Facilitation teams will find it helpful to agree on the frequency of in-person and virtual (Skype or Zoom) meetings, working group focus areas, etc.

This spiritual, relational, and practical approach modeled in the leadership of the national team will create a healthy ministry environment and support growth and progress in the country. When teams pray together and discuss how God may be leading their movement, the first steps on the path usually become clear.

Take time to reflect: The facilitation team should recognize the importance of emphasizing the spiritual, relational, and practical aspects in the work being done and in the team relationships. What will you do to make sure all three are incorporated into your team?

3 STRATEGIC THINKING

Understanding Prevention and Family-Based Care

As your team begins to develop an action plan, you can learn from years of experience and research. With the vision of national transformation, it is vital to take time to step back and consider what healthy systems of care for children can look like. Section 2, “Intervention to Strengthen Family-Based Care” will introduce you to the important elements of a “Continuum of Care for Children” (subsection 1). It is important for a national initiative to start by understanding the larger systems of care in the country. As the multiple options for responding to the needs of vulnerable children and families are better understood, you will be able to discern how to collaborate and contribute to seeing churches engaged, families strong, and children thriving. Options for responding will include serving families in crisis and supporting reunification, kinship care, fostering, and adoption.

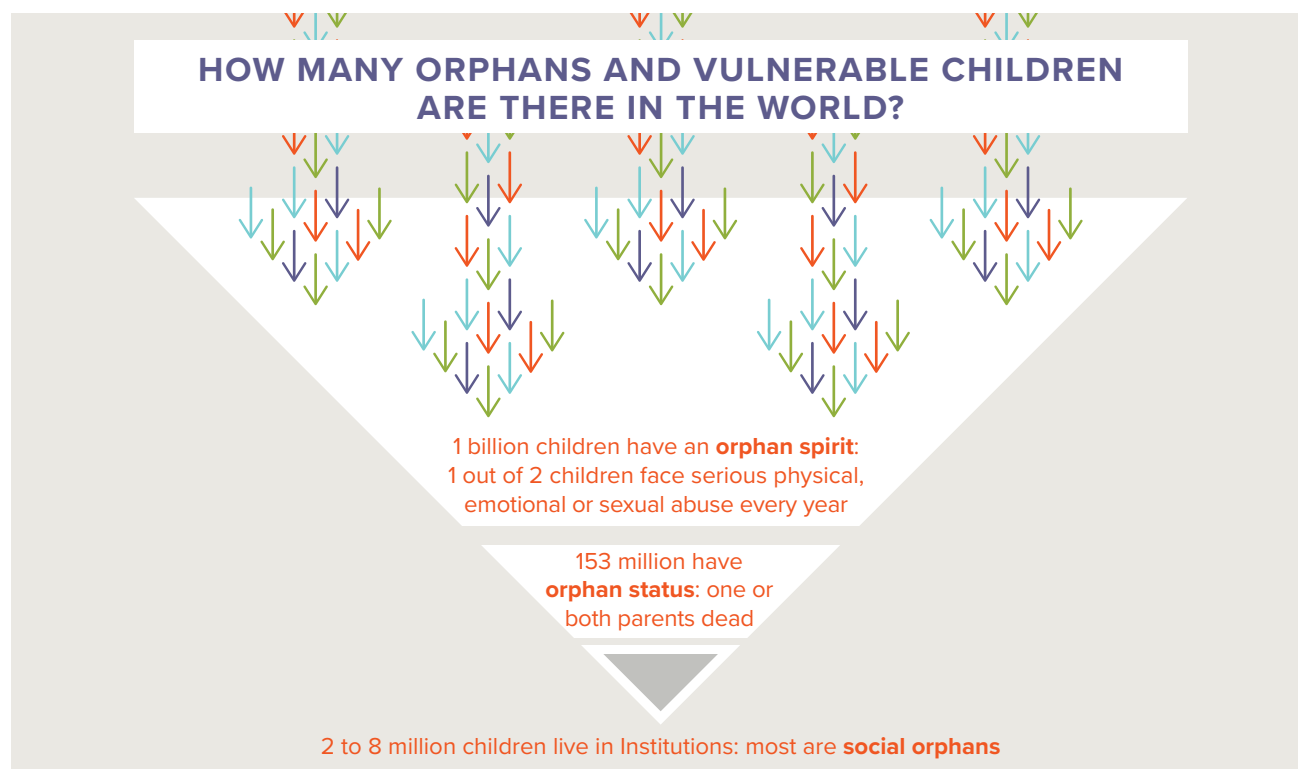
Section 3, “Preventing Orphanhood and Vulnerability by Addressing Violence Against Children and Poverty,” emphasizes the central role of the Church and faith leaders in stopping orphanhood and vulnerability before it happens — both for children living in families and for those living outside family care, such as those in orphanages. Children who are orphaned, vulnerable, or exploited often ask where the Church was when they were suffering or why the Church did not respond sooner. For a national initiative to advance, it is essential to engage those who are called to care for the orphaned and vulnerable, as well as those who are called to prevent children from ever being orphaned and vulnerable to begin with.

Assessing Your Country’s Needs and Opportunities

The situation of families’ and children’s needs in your country is unique. It is important to consider the following.

- The numbers of children who are orphaned and vulnerable:
 - in residential care (**social orphans**)
 - single and double orphans (**orphan status**)
 - experiencing sexual, physical, and emotional violence based on national surveys, as administrative data is not representative (**orphan spirit**)
- The reasons children are placed in residential care or separated from families
- Common forms of alternative care, possibly including kinship care, foster care, group homes, and adoption
- The number of children reunited with family or placed in foster care, adopted, and aging out of institutional care each year
- The challenges vulnerable families face in caring for their children
- The top causes of death for parents (connected to prevention)
- What resources already exist to support vulnerable families
- What a vulnerable family would need to care well for their children
- Who else is responding to the needs of children and families in your nation or community, including churches, FBOs, NGOs, governments, and networks

A simple graphic that describes these numbers globally (see figure below) can be adapted for any country engaged in a national World Without Orphans initiative.



Mapping the existing resources for children and families in your country can help you discover where there are gaps that WWO facilitation teams can address through their collaborations and prayers. If there are other key areas where you want to learn more, find out whether there are government or other published reports, and child protection or violence prevention profiles. You may also need to add your own research and analysis.

In summary, it is important to have data to guide decisions and investments and to avoid unintended harm. Data on both needs and resources helps connect praying and planning to the needs of orphans and vulnerable children in your nation.

Take time to reflect: What assumptions do you think people in your community have about the parents of children who have been removed from their homes or left in orphanages? What opinions do people in your community have about adults, relatives, friends, or teachers who violently punish children? Or about those who sexually abuse children? How can we better understand the needs and challenges of children and families, and help protect children and families from threats?

Creating a Strategy

Equipped with the above information, a facilitation team can work to determine and adjust the goals of a national initiative. A SWOT (strengths, weaknesses, opportunities, and threats) analysis is a tool that can be helpful for considering how best to build the strategy. The overarching goal of WWO is to call and equip national leaders to collaborate to solve their own country's orphan and vulnerable children crisis. To reach this goal, the Global WWO Strategy includes the five objectives below, each of which is linked to key results. These objectives are based on the Stanford *Collective Impact* model and are options for national facilitation teams to consider and adapt to their own contexts:

- **CAST VISION** for the WWO vision, mission, and cornerstones to mobilize churches for action on behalf of orphans and vulnerable children and their families
- Advance capacity building and the use of **BEST PRACTICES** in the areas of prevention, intervention, and restoration of children in families
- Equip WWO collaborators to both use and collect **DATA** to guide needs for and evaluate results of WWO activities
- Develop and build systems for **COMMUNICATION** that mobilize and qualify the Church to help children remain in, be reunited with, or regain a permanent family
- Extend the impact of global, regional, and national networks by strengthening ongoing **COLLABORATION** and **COORDINATION** among leaders in the areas of prevention, intervention, and restoration to help orphans and vulnerable children reach their potential

Facilitation teams are also free to fully develop their own distinct objectives. The plan should link *key results* to *objectives* and include ways to measure progress. In the start-up phase, National Without Orphans movements have found it helpful to begin with small and well-defined initiatives and grow over time, allowing adequate time for each phase of growth for the nation, city, or community. National Without Orphans movements also can help incubate new ideas with leaders who have a vision and then encourage them to develop and flourish. Several Without Orphans national initiatives, for example, have helped launch ministries focusing on fatherhood, income strengthening, educational support, or prevention of sexual violence.

It is important to return to the strategy and plan often in order to measure progress and determine new gaps and opportunities that may need to be addressed. Over time, efforts should be made to informally and formally monitor and evaluate progress in implementing your strategy. The facilitation team can then determine if the strategy is working to achieve the desired impact and can readjust as needed. It is important to celebrate successes and testimonies, and to recognize challenges as opportunities for new areas of service.

Working with Others

A WWO national movement will aim for broadscale collaboration across spheres of influence with trusted leaders, building partnerships outside of the facilitation team. Engaging people of influence across multiple sectors will not only bring momentum to your movement, but help ensure lasting change. Children and families need an entire system of support, something a single sector cannot do alone. In addition to the Christian community, consider which sectors could be effective in helping to address the root causes of vulnerability of children and families, such as government, academics, business, media, and even international support, that could provide technical assistance. These areas have been described as the seven mountains of influence by Dr. Mark Beliles (in *Transforming Nations*), who uses the “A, B, C, D, E, F, G” acrostic to describe them: **A**rts and Media (includes sports), **B**usiness, **C**hurch (and Charities), **D**octors, **E**ducation, **F**amily, and **G**overnment. Engaging these partners at the right time will help you advance your mission.

World Without Orphans recognizes the importance of engaging persons of hope, peace and integrity within the government. Because the government has mandates to protect children from national to local levels, it can be strategic, when feasible, to partner with key government bodies. Government agencies can help strengthen protection and prevention services by building local capacity and strengthening enforcement of child safeguarding and protection policies. It can be helpful to review your government’s enforcement of laws and policies in relation to international guidelines on caring for orphans and vulnerable children and preventing abuse. The most widely recognized of these is the UN Convention on the Rights of the Child.

Examples of ways to partner with local and national government bodies include:

- Inviting government representatives to participate in your planning, programs, training, monitoring, and workgroups
- Sharing information through face-to-face meetings and digital and print resources
- Coordinating support for family-based care and prevention of vulnerability

Liviu from Romania.

Collaboration was put into practice in Romania, when Liviu, President of Romania Without Orphans, used his expertise and background in the legal sphere to see changes at a national level. In 2017, Romania Without Orphans was approached by a member of Parliament, who was aware that adoption laws in the nation needed revision. Liviu helped the national team to **streamline ideas and present information** which opened the way for **direct collaboration with the member of Parliament** in shaping a new proposed adoption law.

Representatives of Romania Without Orphans and several adoptive families were present in the halls of Romanian Parliament for an event called The Handprint of the Family. Several of the adoptive families interacted with members of Parliament, and the interaction was so positive that the following day, the Chamber of Deputies issued a press release mentioning Romania Without Orphans and endorsing their activities. It was an amazing boost of visibility and credibility for the movement taking place in Romania that is happening because of broadscale collaboration.

4 RAISING AWARENESS

Lasting change will require changing the mindsets of people in your country. That means efforts to create awareness among parts or all of the general population can be very helpful in producing progress. Awareness-raising might be needed to address social norms that cause the separation of children from families, as well as norms that accept abuse, neglect, and exploitation of children. Addressing social norms for violence against children is emphasized in the Prevention chapter. Additional awareness-raising may include:

- Defining orphanhood and vulnerability
This may include discussions of types of orphans, such as children with orphan status (one or both parents dead), children who are social orphans (have living parents but are living in institutions), or a child who, due to abuse, neglect, or exploitation, seems to have an orphan spirit (feeling alone, worthless, having no sense of purpose and little hope)
- The importance of family for the development of a child
- Common forms of abuse and exploitation of children, and the challenges children and families are facing
- Teaching on healthy families and family relationships
- The importance of the inclusion and integration of children with disabilities into families, schools, and society
- Addressing keeping fathers and mothers healthy and strong as ways to prevent orphanhood
- Ending the stigma of children affected by HIV/AIDS, malaria, and other diseases

The means for raising awareness will vary, but may include: social media, television/news, radio, billboards or posters, community meetings or events, dramas and sketches, one-on-one meetings, church sermons or special programs, and more. Testimonies of God's help and love amidst the challenges for orphans, vulnerable children, vulnerable families, reunification, fostering, and adoption can raise awareness in a positive, encouraging way.

Development of a communication strategy, with target audiences and clear messaging, has proven helpful in other WWO national initiatives.

5 SUPPORTING THE CHURCH

The Church is one of WWO's five key cornerstones and should be recognized by facilitation teams as an important lead partner. WWO teams seek to empower, care for, and build capacity of the Church to serve families as they care for orphans and vulnerable children. Experience of other national initiatives has shown that God is using the Church in a unique way to address the cultural and traditional values of the country surrounding this topic.

Resources for the Church are included in every section of the *WWO Roadmap*:

- Section 1, "Broadscale Collaboration"
- Section 2, "Intervention to Strengthen Family-Based Care"
- Section 3, "Preventing Orphanhood and Vulnerability by Addressing Violence Against Children and Poverty"
- Section 4, "Living Refreshed: Spiritual, Relational, Practical Self-Care"

Orphan Sunday, the act of setting aside one Sunday a year to raise awareness about the opportunity and need to care for the children and families in need in our communities, is another tool for turning the hearts of Christians to orphaned and vulnerable children. When countries launch their national World Without Orphans initiatives, they find that including recognition of Orphan Sunday in their initial plan is effective for mobilizing the Church. Similarly, when churches begin by celebrating Orphan Sunday, they often feel inspired to expand their focus to ongoing care for orphaned and vulnerable children and become national Without Orphans initiatives. Today Orphan Sunday has been observed in more than 90 nations, across many denominations. Orphan Sunday resources are available here in more than a dozen languages: wworoadmap.org/resource/orphan-sunday.

Supporting the Church could mean resourcing existing networks on opportunities for churches to serve orphans and vulnerable children and families, building collaboration and relationships across denominations with trainings and events, advancing collaboration across the seven spheres of influence described previously, or mobilizing teams or individuals to provide support for vulnerable children and families who need care AND for those adoptive, foster, and kinship families who are providing care. In addition, God uses connections between Kingdom-minded people in all spheres of society to help a national WWO movement make progress on the journey. Often this type of help starts with opportunities to serve one child or one family in need.

Take time to reflect: Consider the various opportunities described above for churches to serve orphans and vulnerable children and families. What is one key focus your team may have to support the Church? Review the resource below to consider questions and ideas that may guide your reflection about your own church and others in your network.

Opportunities for Service for the Local Church

This resource includes a discussion guide and examples that local churches can use to consider opportunities to serve orphaned and vulnerable children and their families in their communities: wworoadmap.org/resource/opportunities-for-service-for-the-local-church

Story from the Philippines

In starting Philippines Without Orphans, the local team shared that understanding the importance of broadscale collaboration has impacted the growth of their national movement.

"People have come to know Philippines Without Orphans as a go-to network, meaning they come to us if they need solutions for their 'children problems.' We've had government, hospitals, poor people, jobless, wealthy, and others come to us for help. We've had a mother come to us because she was deciding between an abortion or eventually putting her newborn in an institution. We've had a hospital call us, telling us that they have three abandoned babies that they will put in an orphanage if we don't take them. We had a single mom call us to ask if we could foster her twins because she was jobless, had sick parents, and was about to be evicted. We helped her through it... she now has a full-time job, got to keep her kids and her home, and provides medicine to her parents, and her parents help take care of the twins while she's at work. We almost never have the resources ourselves, but usually know of someone else who can help."

Another amazing opportunity that has developed in the Philippines is a **partnership with the government and a network of churches to do training on fatherhood with 500,000 uniformed personnel** in the military and police across the country. With these service members being gone for weeks and months at a time, a crisis of social orphans without father figures has become evident and the military is realizing a need to strengthen families within their own ranks. Five top generals and 7,000 personnel have already gone through the training on fatherhood and are reporting that they are being more intentional to stay in touch with their children and invest in their families.

The story emphasizes that *"the idea of broad-scale collaboration has been very key to Philippines Without Orphans development."*

6 EQUIPPING OTHERS WITH BEST PRACTICES

Empowering, building capacity, and introducing best practice models for serving vulnerable children and families should be at the core of strategic thinking of the facilitation team. A key resource for collaboration can be found here, as it addresses collaboration and change management:

www.roadmap.org/resource/capacity-building

Sections 2 and 3 include the Intervention and Prevention links to core resources, trainings, and promising models based on best practices.

- Section 2, “Intervention to Strengthen Family-Based Care”
- Section 3, “Preventing Orphanhood and Vulnerability by Addressing Violence Against Children and Poverty”

These can be a starting point for your national initiative in equipping the local church.

To better understand the terms ‘evidence-based’ and ‘best practice’ and their importance, please see the section under “Components of INSPIRE” on page 57.



7 MATURING AN INITIATIVE

Your “Without Orphans” initiative will change over time, and it is important to consider, discern, grow, learn, and adapt to new phases and new priorities as they arise. Phases of growth typically take a facilitation team from an emerging initiative to a collaborative movement working together with a small number of partners; and then from a collaborative movement with fewer partners to a mature movement characterized by broad-scale collaboration with a large number of partners across many spheres of influence.

Key signs of a mature movement include: expanding collaborations; strong church engagement; empowered faith leaders who practice spiritual, relational, and practical self-care; unity of purpose across alliances and faith persuasions; and collaborative action in the areas of both intervention and prevention. Often governments and even entire nations publicly recognize the essential leadership of the faith community in transforming care for families and children and in preventing vulnerability, violence, and poverty.

8 MONITORING AND EVALUATION FOR BROADSCALE COLLABORATION

BEGIN WITH THE END IN MIND! Please ensure you plan from the very beginning, the data you will collect to monitor your collaboration’s effectiveness and to guide future service and work. Here are globally recommended CORE measures recommended by WWO for your consideration. You are free to use those that are the best fit for your program.

WWO National Team Collaboration And Coordination

(adapted from P. 99, INSPIRE Indicators, Coordination) <https://www.unicef.org/media/66896/file/INSPIRE-IndicatorGuidance-ResultsFramework.pdf>

Purpose: To measure WWO national collaboration and coordination to advance the WWO mission and the WWO Roadmap Foundations. Such collaboration is an intended result of the WWO strategy focused on broadscale collaboration, based on evidence that it catalyzes coordinated national action.

Data sources: WWO National Facilitation Team (may be adapted for WWO Regional Team as well).

Operational definition: Existence of a (1) *functioning*, (2) *collaborative*, (3) *multi-sphere* ‘National WWO Facilitation Team’ tasked with developing national plans and strategies that support the WWO Mission, Vision, and Values. ‘*Functioning*’ is defined as holding meetings at least twice in the calendar year, documented by meeting minutes that describe clearly defined action items as outcomes of the meeting, that are consistent with WWO DNA, and with the 4 foundations of the WWO Roadmap, including living refreshed/self-care. ‘*Collaborative*’ includes those who represent churches and FBOs/NGOs, or subject matter experts, and may take various forms, including co-implementation of projects, partnerships, task forces, and/or coalitions. ‘*Multi-sphere*’ facilitation teams include those embracing the WWO Vision and Mission and representing at least 3 of the following spheres — government, education, arts/entertainment, business, family, religion, and media/digital.

There is also the intent that the National WWO Facilitation Team collaborates by partnering broadly across church networks, across faiths, across FBOs and NGOS, and across government sectors and national/regional/global stakeholders, such as United Nations agencies, academic organizations, donors, and/or the private sector.

World Without Orphans Collaboration questionnaire

1. **FUNCTIONING:** Has your country convened and supported a multi-stakeholder national facilitation team meeting at least twice in the past 12 months to focus on growing in all 4 foundations of the WWO Roadmap, including collaboration, intervention, prevention, and living refreshed? (yes/no)

— Functioning teams will record minutes that name clearly defined action items that were the outcome of each meeting.

2. **COLLABORATIVE:** Does the national facilitation team include faith leaders, FBO/NGO leaders, and is there shared implementation of activities that support orphaned and vulnerable children and families? (yes/no)

— The national team will benefit from keeping a list of all organizations or networks (agency/organization, focal point) involved.

3. **MULTI-SPHERE:** Does the team collaborate with a variety of stakeholders and actors, including at least three of the following spheres of influence: government, education, media, technology, business, family, youth, academics, donor groups, and businessmen? (yes/no)

— Multi-sphere teams will list names of stakeholders involved (agency/organization and focal point).

Method of computation — A functioning national facilitation team exists and meets key criteria based on a qualitative assessment: (1) All three benchmark criteria met; (2) Partial – meets two benchmark criteria; (3) Limited – meets only one benchmark criterion; (4) Does not exist or meet any of the benchmark criteria.

For information on WWO Monitoring and Evaluation for all four Roadmap Foundations, please visit:

wworoadmap.org/resource/wwo-monitoring-and-evaluation

CONCLUSION

Those serving as God has called them in collaborative efforts enjoy seeing God increasingly bless and restore children and families so that they are fulfilling their God-given purposes.

While all along we thought our service was about us being catalysts of God's hope for children in need, we come to recognize the opposite is true — as children in need are transformed by love, they become catalysts of God's hope for us.



All content in the *WWO Roadmap* is also available online
with added resources and media at wworoadmap.org

Section 2



INTERVENTION

to Strengthen Family-Based Care

The Overview, the Vision, the Collaboration

1. Continuum of Care for Children

Adapted from Faith-to-Action Initiative

Reunification

Kinship Care

Foster Care

Adoption

Pursuing Permanency

The Learning Community

Resources

2. Core Training for Pastors and Faith Leaders

Trauma-Competent Care Training

Care Provider and Advocacy Training Series

Risk to Resiliency: Working with Families in Crisis

3. Intervention Tools for Dealing with Crisis to Hope

Pathways to Healing – First Steps

Trust Exceeds Hope

4. Resources for the Church

Resources that Reach Children

Resources that Reach Families

Opportunities for Service for the Local Church

Resources from Adoptive and Foster Parents,
for Adoptive and Foster Parents

5. Monitoring and Evaluation for Intervention



THE OVERVIEW

The focus of this section is on strengthening families, building an understanding of how disaster and war impact a family and family-based care for those children who have been separated from or are at risk of being separated from their families. The three sections include:

- A description of the continuum of care, ranging from being at risk for separation to kinship care, foster care, and adoption
- Introduction of essential core trainings and evidence-based strategies for national leaders to use to equip the local church to help in strengthening families and/or care for children who are at risk of or have been separated from their families or have experienced significant trauma in their families
- Resources for church-based “Without Orphans” initiatives to reach children, families, and congregations
- Tools and strategies that will help the church be a resource for those who have experienced crisis from natural disasters, war or world stressors

THE VISION

Our vision is that these resources will build the capacity of national leaders to equip the local church to shine a light in their communities. Local churches can shine their lights by doing what Jesus speaks of in Matthew 18:5, *“And if you tenderly care for this little one on my behalf, you are tenderly caring for me.”* And we see that from the Father’s heavenly view, *“God is a Father to the fatherless; He places the lonely in families.”* (Psalm 68:6)

THE COLLABORATION

WWO’s strength is catalyzing broadscale collaboration across sectors, stakeholders, and platforms to mobilize commitment to support of safe, stable, and nurturing family-based care for ALL children. This includes the 2 to 8 million children living in orphanages and extends up to the hundreds of millions that are sexually, physically, and emotionally abused every year. These broadscale collaborations are leveraged with key faith, academic, governmental, and private partners at the global, regional, and national levels. Achieving global goals that transform systems requires partnerships across the seven key spheres of influence, including education, governments, business, religion, family, entertainment, and media. Such broadscale collaborations extend between countries, alliances, donors, and organizations. Key to progress in the WWO Vision and Mission will be collaborations with organizations that can provide spiritual, emotional, and practical encouragement and support, as well as technical assistance for implementation of country-led “Without Orphans” national plans.

Anja from Paraguay

“I have a picture in my mind of a boy who is 13 years old and he’s saying goodbye from a car. He is surrounded by a mother, father, and another child ... It seems like a very ordinary picture.

But this is a child who is saying goodbye to a life of growing up in a residential care home. And he is saying goodbye because he is going home to be with his sister and her husband and his niece and nephew that he never knew he had.

This boy grew up in a children’s home, not even knowing the name of his mother or father, nor the day of his birth. His heart’s prayer was to know his family. Through family reunification efforts started in his children’s home, family was located, and we found out his sister and her family had been looking for him for years and didn’t know where he was. This was an amazing moment in time — for this boy and for the whole children’s home.

Suddenly every child’s heart was awakened with a desire to be in family — their own, or a new family. So his leaving and his farewell had a huge impact on that children’s home and on those coming alongside him.”

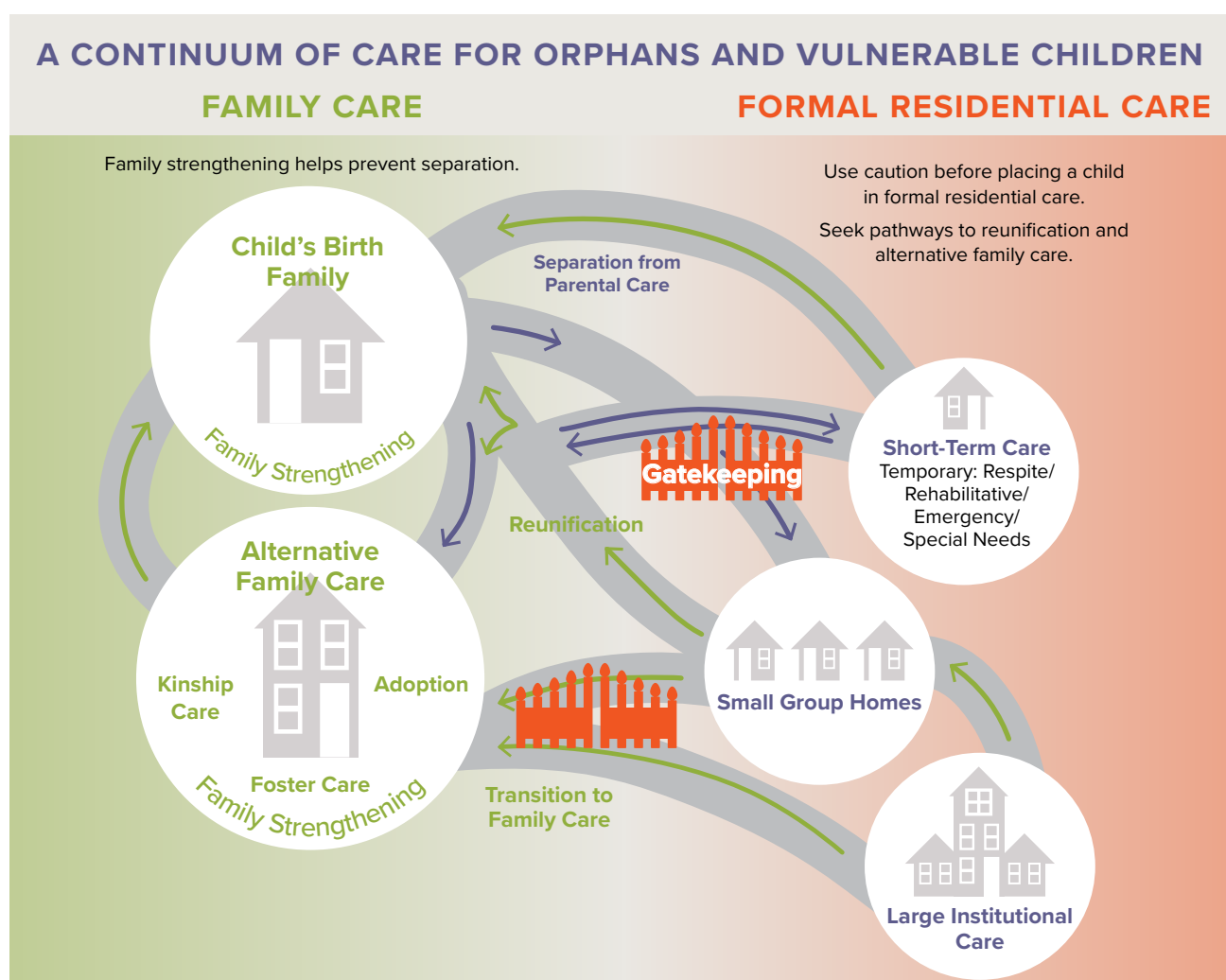
— Anja, Paraguay

1 CONTINUUM OF CARE FOR CHILDREN

Adapted from *Faith to Action Initiative*

One of the greatest causes to vulnerability of children around the world is separation from the love and care of family. Loss of parental care has many causes. For the millions of children globally who have been or are at risk of being separated from their families due to the pandemic, poverty, disease, disability, abuse, trafficking, exploitation, armed conflict, or any other cause, there are no simple or “one-size-fits-all” solutions. There is, however, a growing body of research and evidence-based guidance to inform the ministries and practice of those seeking to address the needs of orphans and vulnerable children.

Strengthening families and protecting children from abuse and neglect while reducing out-of-home placements, such as in orphanages, requires use of a “continuum” of approaches and support services. Family-based alternatives range from reunification with the child’s birth family, to kinship care by a relative or adults with whom the child has a close family-like relationship, to foster care and adoption. The continuum of care can also include short-term transitional residential care, small group homes, and — for older youth — supervised interdependent living arrangements. Large-scale institutions caring for large numbers of children are not recognized as a positive option in the continuum because they do not provide a safe environment that promotes the healthy development of children.



The continuum of care graphic shows a range of care options, while emphasizing the importance of family-based care. The graphic begins in the upper left-hand corner with the child's birth family (parental care). "Family Strengthening" encircles the family to show that supporting the family's capacity to care and provide for children helps prevent unnecessary separation. Family Strengthening is also important to reunification efforts, as well as alternative family placements (kinship care, foster care, adoption), should the child need to be removed to ensure the safety and well-being of the child.

Gatekeeping is another essential component in a continuum of care. There are many reasons why children are separated from parental care, and many factors determine where children go once separated, and whether separation is temporary or permanent. Gatekeeping recognizes that no single form of care is right for every child. Gatekeeping is the process of assessing, if placement out-of-home is necessary, if separation from family has already taken place, and whether reunification is possible and appropriate. If it is not possible to ensure the safety and well-being of the child in their family, the question becomes what form of alternative care is best, given an individual child's particular situation. Both formal and informal arrangements become options. Sometimes informal alternative family care arrangements are best, such as when children are received by extended family members at the request of a parent. In these cases, a formal assessment process is typically not undertaken. As shown here, gatekeeping is especially critical to preventing unnecessary or inappropriate placement in formal foster or residential care. Gatekeeping is also used to assess the best family options once a child has entered into formal care. Gatekeeping can be provided by the community, by local social workers, and/or through government and judicial processes. Whenever possible, children should be active participants in decisions that affect them, and siblings should be placed together so these important family ties are not broken. Ideally, gatekeeping results in placement with safe, stable, and loving family care. In cases where a child is legally available for adoption, several additional layers of gatekeeping are needed given the permanency of the placement.

Once a child has been separated from parental care, priority should be given to family care whenever possible, and to formal residential care or small group care only as a needed alternative. Caution should always be used before placing a child outside family care, and selection of the alternative should be based on the best interest of the child. Large-scale institutional care is not regarded as a positive option for supporting healthy development. For children residing in this type of care, every effort should be made to transition them to family care or, if this is not possible, high-quality "family-like" small group homes.

Reunification

If a child is separated from parental care, reunification is considered the best option if it is deemed safe and appropriate for the child. Reunification is the process of transitioning a child back to his or her family of origin. Reunification may be with birth parents, relatives, or even kinship care. While each reunification looks different, practitioners agree that several key elements are important to best practice for a good transition. These steps are strategic though not necessarily in the order that follows, as they are often interrelated and may occur at the same point in time.

The key steps or elements include:

- Assessing children's families to determine if reintegration into biological families is possible
- Assessing the root causes for the separation and determining how best to address them
- Identifying and facilitating access to appropriate services and support

- Raising awareness about family care with key stakeholders to reduce stigma
- Developing individualized care plans for each child
- Preparing the child and the family
- Monitoring children and families to ensure their needs are being met

Reunification is not always possible or appropriate. When reuniting a child with his or her birth family is determined to be unsafe or not in the best interest of the child, alternative forms of care, preferably family care, should be considered. Alternative care can serve as a short-term function while issues with the child's birth family are being addressed.

If reunification is determined to be unsafe for a child, best practice dictates that, whenever possible, children should be provided with alternative permanent family care such as kinship care, foster care, and adoption. Foster care is a temporary intervention, where adoption is a permanent intervention.

Kinship Care

The vast majority of children currently living outside parental care live with their relatives and extended family members. Population-based surveys in highly affected countries suggest that up to 90% of orphans live within extended families, whereas 10% live with unrelated caregivers. In most countries, relative care or “kinship” care is the most long-standing and culturally acceptable form of alternative family care. Kinship care includes care by aunts, uncles, grandparents, older siblings, extended family members, and adults with whom they have a close family-like relationship, and can be temporary or permanent. Although it can be formally arranged through judicial authority or social services, it is more commonly informal — often a matter of parents reaching out to relatives and relatives stepping up to care for their loved ones. Kinship care offers the benefits of a family environment and prevents a child from losing his or her culture and, most importantly, a sense of belonging and family ties. For these reasons, kinship care is often preferred by children over other types of alternative care.

As widespread as kinship care is, it is also one of the least adequately supported forms of alternative care. Historically, children have been placed in orphanages for long periods of time without any effort to determine if they have parents or relatives who might be willing and able to care for them.

For families at risk of separation, efforts to identify kinship care options ahead of time can help ensure family ties and care are sustained and protected. For example, social workers in a church-related program working in Nairobi's slums with HIV-positive single mothers routinely asked who could care for their children if they became too ill to do so. Of 200 mothers, half denied having any extended family members who could possibly provide care. However, after developing a relationship with these women, in almost every case, the social worker was able to identify an extended family member willing to provide care when needed. This type of outreach, relationship building, and preparation for kinship care can help prevent children's unnecessary placement in orphanages. Presently, in the United States, there is a movement called Kinnect to Family, which is helping workers focus intensely on who is potentially a kinship provider for a child when an alternative placement is needed. This is an intense short-term intervention developed by the Foster & Adoptive Care Coalition to increase the number of children placed with relatives. It seeks to ensure that community supports are in place to promote stability for the child.

Caring for a child can put additional strain on relatives and aging grandparents already impacted by the pandemic, poverty, war or other crisis-oriented issues. Family members and caregivers benefit from support.

Grandparents, for example, may need cash stipends or material assistance to adequately feed and clothe a grandchild. Where kinship care is formalized, usually by local court order or judicial authority, monitoring and ongoing follow-up support help to prevent family breakdown and more instability for the child. Strengthening and family preservation in kinship care looks much the same as it does in the family of origin and is just as important.

In some countries a different approach for kinship care exists, where kinship care is considered within the context of a youth-headed household. This form of family care generally forms when siblings are under the care of an older brother or sister, preferably with additional support from the local community, church, or nearby relatives. While not ideal, this arrangement often enables the retaining of family assets such as the family home and land, as well as keeping siblings together who might otherwise be split up among relatives or foster families or placed in residential care. Youth-headed households can be particularly vulnerable to exploitation and often need support in areas such as education, food, healthcare, and child protection. World Vision, a child-focused faith-based organization, reports that one supportive arrangement is to have a separate structure built next to a relative's home. While not living directly in the home of relatives, the youth-headed household receives a high level of care and supervision by the extended family, oftentimes on the same property.

Foster Care

In situations where family members cannot be identified or are not able to care for children, foster care with a nonrelative is another form of alternative family care. Foster care varies widely throughout the world. In some places it is a growing, positive alternative to placement in an orphanage. In other places, foster care is unknown, rare, or a concept that has not yet been nationally introduced.

Formal foster care is typically authorized and arranged by an administrative or judicial office, which also provides oversight of the family on a regular basis to make sure that the child's needs are being met. Caregivers often receive pre-placement basic training designed to raise awareness of the process and experience of parenting a child who needs out-of-home care. In many foster care programs, a variety of services are offered after placement. For example, additional ongoing training in specific topic areas, access to support groups, the assignment of a social worker for support, or a small stipend or assistance for meeting the ongoing needs of the child, such as food, clothing, or education.

Proper screening of foster parents is essential in order to provide a safe, stable, and nurturing environment for a child. Once the screening process and the preparatory training (www.roadmap.org/resource/pre-service-competency-chart-pdf) have been completed, foster parents can benefit from additional topic-specific training that is more in-depth. Topics may include understanding and responding to children's developmental needs; working with children who have been abused or neglected; building attachment and understanding the challenges, separation, and placement issues; working with a child who has been sexually abused; or understanding the impact of psychological trauma.

After a child is placed with a foster family, ongoing monitoring by a social worker or staff person trained in child protection can ensure a child is adjusting, the foster family is supported, and a child is well cared for, prepared for reunification, and not maltreated. The local church can also play a role in helping raise up foster families, even partnering with judicial officials in screening and assisting in proper monitoring.

Informal fostering is common in many regions of the world. This often occurs when a child is placed in the care of a trusted neighbor or community member. Informal foster care arrangements hold many of same

benefits and risks of informal kinship care, and can similarly benefit from family-strengthening services and support.

Both informal and formal foster care can be short-term, long-term, or, in rare cases, permanent. More commonly and acceptable is for foster care to be used temporarily for a child who has been removed from a dangerous situation while alternative permanent family care or reunification efforts are made. In some cases, it may serve as a pre-adoption placement, often called foster-to-adopt. In some cultures and countries, especially where adoption is not currently legally recognized, foster care serves as a permanent family placement, although not ideal. As children need permanence, when reunification is not possible, the next best solution is kinship care or adoption.

Adoption

For children who have no possibility of remaining with or returning to their parents or relatives, this opens the pathway to a permanent family through adoption. Adoption placements may even become an option at the request of a child's birth family or when a foster family wishes for legal permanency after caring for the child. For some children, adoption can be considered after a child spends time in an orphanage and the rights of the parents have been terminated.

For a child who is without family care and is legally available for adoption, adoption is a path to a permanent family. Research has demonstrated that an adoptive family environment can support improved developmental outcomes for children, especially for young children transitioning from care within orphanages.

Given its permanency, every adoption requires transparency and must be conducted ethically. It is essential that there be more than one level of gatekeeping involved before it is determined that a child is available for adoption. For example, this determination should not be made at the sole discretion of orphanage staff, but should also include the active engagement of justice officials and of social workers external to the orphanage. This type of oversight helps ensure that children and their families are not being coerced and that the possibility of reunification or placement within reliable kinship care has not been overlooked.

Domestic adoption enables children to remain connected to their cultural ties. However, domestic adoption has not yet been legally recognized or made available as an option in certain parts of the world. Some countries are seeing a surge in domestic adoption through local collaborations between government leaders and church leaders, and financial legal costs are being removed. An example from Uganda provides an excellent illustration of grassroots and government collaboration to promote domestic adoption and offer low-cost legal services. When domestic adoption is not possible, intercountry (foreign) adoption may provide children with the opportunity to have a permanent family.

Pursuing Permanency

For all children, permanency planning is an important part of assessing family care options. UNICEF defines permanency planning as a process to ensure stability, continuity, and a sense of belonging to a family. Permanency planning is critical to prevent the separation of children from their families, to reconnect children in care with their original family, or to place children within a permanent family through a relative who obtains custody or guardianship, or through adoption. Short-term alternative care options are used only as a step in the process toward permanency.

The Learning Community

WWO Global is a learning community in intervention by helping partners gain knowledge and understanding how to promote family-based care. The catalyst of learning might come from WWO Global experts, but also from global partners and from each other.

With each intervention there is a need for accountability and action. Intervention is an active word (doing something to make a difference for the safety, permanence, and well-being of children.) Each learning community works together to ensure intervention is more than a passive non-responsive approach to intervention.

Resources

Materials that can be used to educate regional, national, and local WWO teams and leaders on the Continuum of Care include slides, posters, and handouts, found here:

Faith To Action—Transitioning to Care for Children

wworoadmap.org/resource/transitioning-to-family-care-for-children-online-training

Continuum of Care—PDF

wworoadmap.org/resource/exploring-the-continuum-of-care

Pre-Service Critical Competencies for Preparing Families in International Settings, Overview Chart—PDF

wworoadmap.org/resource/pre-service-competency-chart-pdf

Critical Competencies in Preparing Foster, Adoptive, and Kinship Families In International Settings

wworoadmap.org/resource/critical-competencies-in-foster-adoptive-and-kinship-families



2 CORE TRAINING FOR PASTORS AND FAITH LEADERS

The two core trainings in this section address: 1) Trauma-Competent Care and 2) Risk to Resiliency: Working with Families in Crisis. Materials include PowerPoints, accompanying PDF text, and small group exercises and are provided courtesy of LAMb International/Global Capacity Building Network. LAMb International (GCBN) has delivered these and other training programs in more than 30 countries.

A third training (Trust Exceeds Hope) included in this section helps those working with Internally Displaced Individuals, due to war or other crisis that might separate families.

These materials are available for free on the WWO Roadmap website.

All trainings can be used for collaboration meetings, small groups, and with individuals. They are helpful for national leaders, local leaders, pastors, caretakers, and parents.

Trauma-Competent Care Training

There are two resources provided to address trauma-competent care: 1) the awareness-building workshop that includes a full slide set and training guide and 2) an introduction to the topic that uses a video resource. The awareness-building workshop takes a total of three hours, and it introduces participants to the topic of psychological trauma for children and how to build trauma-competent caregivers and service providers. The workshop will define psychological trauma and examine its impact on child development. By introducing practical strategies and tools within the context of the seven essential skills of trauma-informed care, this awareness training will help participants understand the importance of building skills to work with traumatized youth who have both emotional and behavioral needs. The major learning point is to understand that trauma has the potential to impact every area of child development. “Behavior is often the language” of the adverse experiences the youth has encountered.

The awareness-building workshop materials are provided to you by GCBN/LAMb International through the World Without Orphans website to use free of charge. As GCBN has a “no-competition” clause related to all training materials, we ask that you do not receive remuneration for providing this training. Finally, the developers encourage you to present this module in the format presented here. It has been designed using evidence-based adult-learning methodology and levels of learning (levels of cognition) to specifically support the transfer of learning from the training session to real life. As such, there is a combination of lecture, large group, and small group activities to keep the learner engaged throughout the training process.

WWO is pleased to help your network build a trauma-informed system of care for children and youth who “come from hard places.” Together we CAN achieve our vision that every child will grow up in a safe, stable, and nurturing permanent family and know their Heavenly Father.

Becoming Trauma Informed: Three-Hour Awareness Module and Guide for Trainers

wworoadmap.org/resource/becoming-trauma-informed

Care Provider and Advocacy Training Series

Preparing Foster, Adoptive and Kinship Caregivers to Receive Children into Their Homes

The Care Provider and Advocacy training noted here has been introduced in several WWO Regions – with a full implementation in Central Asia, India, and Paraguay. This training aims to help prospective foster, adoptive and/or kinship parents be better equipped to receive children into their homes.

This training series was originally part of the U.S. Institute for Human Services’ Trainings. It was developed

by experts, is based on updated research and practice, is widely used across the USA, Canada and a number of other countries.

This training series has been adapted by LAMb International's Global Capacity Building Network (GCBN) team and WWO professionals over two years to "fit" an international audience. The series includes twelve (12) modules organized into four interconnected "parts"; each with one or more sequential modules.

All modules support the three (3) foundational goals of child welfare practice: Safety, Permanence and Well-being. Details are available at the WWO Roadmap website.

More details on the modules content, Training Series Delivery and Training Series Skills

wworoadmap.org/resource/care-provider-and-advocacy

Risk to Resiliency: Working with Families in Crisis

The primary purpose of this 10-module training (each module is a three-hour session) is to help build the capacity of pastors and faith leaders to develop skills in understanding their role as part of the larger system that identifies families who are in crisis and with children who are at risk of harm or injury due to acts of commission or omission by their parents or caregivers and, when necessary, to initiate action to protect the children and stabilize the family. By understanding the individual and interrelating dynamics, a valid assessment of potential risk of abuse or neglect can be made, and appropriate steps taken to promote safety.

Ideally, there is a checks and balances system with national laws and guidelines related to the welfare of children within each country. These laws are most often overseen by child protective services workers (social workers) who operate as a recognized agent of the national government. The work is then governed by federal requirements. Typically, the social worker reviews all cases involving the removal of children from their homes and approves the decision and when and if a child returns to the birth parents. Further, the federal child welfare system ideally has rules to ensure that laws protecting children and families are applied appropriately by all who are working with abused and/or abandoned youth. In addition, there would be guidelines identified on monitoring to determine rules are followed. The checks and balances system is set to protect the rights of the child, the family, and the community.

A system of last resort, removal of the child by the child protective system, is initiated only when other child welfare interventions are unable to reduce immediate risk to the child. Removal and placement of a child in substitute care, even if intended for only short periods of time, is only considered when the child cannot be protected from maltreatment while in his own home. Often the Church and other non-governmental services are sought by the family for help when crisis emerges in the family, thus giving the Church an opportunity to strengthen the family and potentially eliminate risks.

To be effective, the Church must be seen as one component of the system, a system where the safety of the child is ensured, and the Church can act as an immediate and intensive support to the family. The intervention of the church is to help address known and unknown risk factors and set the stage for children to live safely in their own homes. The sessions within this training program help to build the capacity of pastors and faith leaders to understand their roles in helping strengthen families who are in crisis and ensure safety for vulnerable children.

Access the full Risk to Resiliency PDF as well as the set of all 10 sessions, with text and PowerPoints included, at wworoadmap.org/resource/risk-to-resiliency.

World Without Orphans Safeguarding Policy

wworoadmap.org/resource/wwo-safeguarding-policy

3 INTERVENTION TOOLS FOR DEALING WITH CRISIS TO HOPE

Across the globe, violence and crisis is impacting families in many different ways. We see more orphans being identified as a result of war, natural disasters, epidemics, economic crises, and political unrest. War and violence open the door for rape, domestic violence, and severe neglect. For each of these crisis situations, the church has both a responsibility and a role in helping generate healing and hope. WWO takes this seriously and has identified a number of different intervention strategies to help victims move from Crisis to Hope and Healing.

One example is the war in Ukraine. According to the United Nations (December 2022), the scale of violence of gang rape, sexual torture, forced nudity, and other forms of abuse, although documented by journalists, human rights organizations, and law enforcement agencies in the context of the war in Ukraine, as in other wars, is still yet unknown.

Multiple strategies are needed to address the impact of trauma across the globe. War, and natural disasters leave countries needing hospitals, churches, and humanitarian organizations that can offer varied services and strategies to bring Hope and Healing to these victims

One major intervention in 2023 was for WWO to work with Nehemiah Center and LAMB International in Uzhhorod, Ukraine, where the United Nations Population Fund sponsored a project with a holistic way program for helping begin healing for those impacted by war.

The development of Pathways to Healing – First Steps and Trust Exceeds Hope are two tools to respond to the present crisis situations.

Pathways to Healing – First Steps

Healing is a process that starts with awareness of self, impact and presents potential pathways for moving forward. Developing a “FIRST STEP TO A HEALING PATHWAY” is the response recommended by the approach that follows. Seven pathways were identified as a Holistic approach to healing and impacting **BODY, MIND, EMOTIONS, and SPIRIT**.

More on Pathways to Healing:

wworoadmap.org/resource/pathways-to-healing-first-steps

Trust Exceeds Hope

When the crisis of war, family displacement, natural disaster or other extreme events occur, families are often left without hope or emotional resources to manage the moment in time. This curriculum gives the professional several key talking points to help an individual, group or family begin a healing process. The material lends to different methods of delivery – small groups, one on one talks, webinars, videos created to be shared with others, etc.

The material is being offered for use as needed and can be even offered as a training class.

Access the full Trust Exceeds Hope - (English and Ukrainian) PDF, PPT, Handouts, and Tip Sheets for all sessions at wworoadmap.org/resource/trust-exceeds-hope

4 RESOURCES FOR THE CHURCH

Resources in this section are available and/or adapted from Home for Good (United Kingdom), Alongsiders International (Cambodia), Hope at Home (Northlands Church/US), and VIVA (Global) for churches, families, and children.

Resources that Reach Children:

Sample resources for reaching children will vary by age. We include as example here:

Discipleship Materials App to Use for Ages 10–17 years

Developed and provided by Alongsiders International

Alongsiders International mobilizes and equips young Christians in the developing world to walk alongside those who walk alone: orphans and vulnerable children in their own communities. The app includes 27 discipleship comic books that have been adapted and translated into 23 languages, along with video testimonies, and is being used in Asia, Africa, and the Middle East.

Download the app here:

wworoadmap.org/resource/alongsider-app

Why Families Matter Resources for Children

A six-session set of Sunday school lessons that can be adapted for children ages 5–17 that address “Why Families Matter” to God and incorporate the WWO cornerstones of the child, the family, the Church. Both English and Spanish (*Porque Las Familias Importan para niños y niñas*) versions are available at:

wworoadmap.org/resource/why-families-matter

Sample Sunday School Lesson

Sunday school lessons about fostering and adoption help build into children the heart of God for orphans and vulnerable children. Here is one that a church could start with:

Children’s lesson: Moses was adopted

wworoadmap.org/resource/sample-sunday-school-lesson

World Without Orphans Safeguarding Policy

wworoadmap.org/resource/wwo-safeguarding-policy

James “Secrets and Surprises” - PDF in Ukrainian and English

JAMES is a simple story to help children be safe from Child Sexual Abuse. The story explains the difference between a secret and a surprise. Since most predators get children to keep secrets and often back the secret up with a threat if they tell, it is important to help children understand that we do NOT keep secrets. However, there are times that we all have surprises that we will reveal soon; birthday gifts are a good example. We can do many different things to help children be safe – James is just one tool we can use to help. www.roadmap.org/resource/safeguarding-resources

Jessica’s Story - PDF in Ukrainian and English

JESSICA’S STORY is a simple story to help children be safe from Child Sexual Abuse. The story helps a child better understand how to say NO to a person that might be approaching them for sexual activity. The story also helps a child understand who might be a person that is safe for them to go to and tell of their concerns related to a person that is approaching them with sexual behaviors. There is a video to support this booklet. www.roadmap.org/resource/safeguarding-resources

Resources that Reach Families:

Sermons and small group Bible studies about fostering and adoption are a powerful way to raise awareness among families in congregations about the great potential to love and care for orphans and vulnerable children in our communities. It is often the recognition by believers of the vast love of our Heavenly Father in adopting us into His own family that inspires us to be instruments of His love in the lives of orphans and vulnerable children and their families. We include here links to a Bible study discussion guide developed by VIVA and a sample sermon outline from Home for Good.

Why Families Matter Study Guide, developed by VIVA, includes six lessons to help guide small group discussions on how the Bible shows that families are God’s ideal place for children.

Spanish: *Guía de Estudio Porque Las Familias Son Importantes*

www.roadmap.org/resource/why-families-matter

Sermon Outline: Adopted—Romans 8, by Krish Kandiah

www.roadmap.org/resource/sermon-outline-adopted

Resources for Churches — adapted from Home for Good, UK

We believe the Church is ideally placed to help support families and children when reunification is an option, to find families to foster or adopt, and to provide an excellent community of support to wrap around those who do. We aim to make family reunification, fostering, and adoption a significant part of the life and ministry of our church by raising awareness and equipping the Church to become a welcoming community for all.

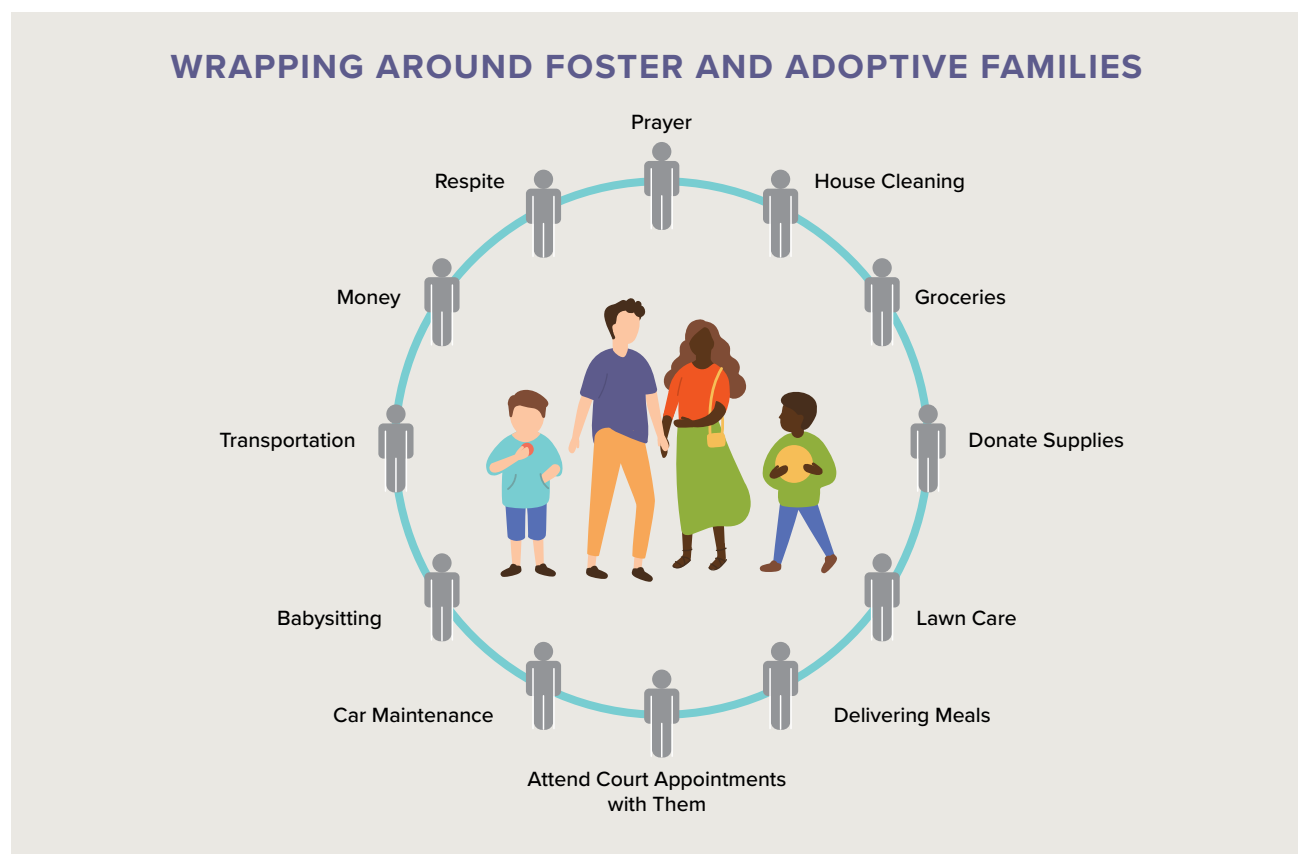
Opportunities for Service for the Local Church

Engaging the local church typically starts with *discussion*, *prayer*, and *learning* about the needs of orphaned and vulnerable children and their families. Several guides for discussion, prayer, and learning follow and then connect to options for action.

www.roadmap.org/resource/opportunities-for-service-for-the-local-church

How Churches Can Provide Wraparound Support to Serve Foster and Adoptive Families

The church community can wrap arms of love, support, and service around families providing kinship care and for foster and adoptive families, as shown in the figure below. These types of support help keep families strong as they are caring for children in need. Often hurt children hurt others, and families who are caring for wounded children benefit from the love and support of others — spiritually, relationally, and practically. This circle shows small acts of service that make a big difference for families who are loving and welcoming children into their homes and lives. (Figure adapted from *Jason Johnson*)



How Churches Can Provide Spiritual Encouragement for Foster and Adoptive Families

Often the voice that is most encouraging in times of challenge is that of another foster or adoptive parent who has walked through stormy days of parenting and has seen the Lord arise to bring peace and hope. Here are seven short stories from adoptive and foster parents, for adoptive and foster parents — to breathe in life and hope. Additionally, an adoptive mother who authored a 30-day devotional that has encouraged families all over the world, shares it with WWO below.

How Churches Can Engage To Strengthen Families

As a church leader, you have so many opportunities to impact your community, especially as you guide families to embrace positive parenting. You are ideally placed for significant impact on family and community life. We have prepared this brief guide as an additional tool that can serve as a catalyst and aid for your work with families. As parents are the first teachers of their children, they play a vital role in supporting and accompanying them to grow healthy physically, socially, emotionally, and spiritually. Providing opportunities for children to know God and learn, while implementing these positive parenting tips, can enrich children's spiritual life and help them grow in their faith. We have developed this Church Leader Guide to help you. The link below contains several different tools: 5 different strategies to help church leaders get the messages out for parenting, a trainer guide, handouts and powerpoints.

www.roadmap.org/resource/church-leader-guide

Resources from Adoptive and Foster Parents, for Adoptive and Foster Parents

“From Adoptive Parents for Adoptive Parents,” by Beth and Stephen Templeton and Susan and Brian Hillis, **Hope at Home Ministry, Northlands Church, and Ukrainian Adoption Ministry** (topics include recognizing and helping our child develop confidence in his/her identity, parenting with grace, seeing orphans become sons and daughters, when God's resources are always enough, when the worst that can happen does, and who is building your house)

Download “From Adoptive Parents for Adoptive Parents”

www.roadmap.org/resource/from-adoptive-parents-for-adoptive-parents

Ready or Not: 30-Day Discovery For Families Growing Through Foster Care & Adoption by Pam Parish

www.roadmap.org/resource/ready-or-not-30-day-discovery

5 MONITORING AND EVALUATION FOR INTERVENTION

BEGIN WITH THE END IN MIND!!! Please ensure you plan from the very beginning, the data you will collect to monitor your collaboration's effectiveness and to guide future service and work. Here are globally recommended CORE measures recommended by WWO for your consideration. You are free to use those that are the best fit for your program.

Purpose: To measure WWO national team contributions to building the capacity of: 1) **leaders**, with a primary focus on leaders in the local church and a secondary focus on other practitioners or volunteers who support the WWO mission, vision and values; and of 2) **organizations**, including church infrastructures, local churches, FBO's, NGO's, and governments, to serve 3) **orphaned and vulnerable children** and their parents and caregivers, using best practices as outlined in the WWO Roadmap. Additionally, impact measures include the numbers reached, for orphaned and vulnerable children and 4) **parents and caregivers**.

Specifically, 'Intervention' measures focus on strengthening families by supporting reunification, and where reunification is not safe or possible, by supporting fostering and adoption. The aim is to document outputs, outcomes, and impacts, for transitioning children into safe and loving family-based care, using the principles of suitability and necessity.

Data sources: WWO National Facilitation Team, leaders of national organizations/networks, or leaders of local organizations/networks

Operational definition: Use of internationally-recognized best practices to build the capacity to deliver quality care and services based on the WWO Roadmap, that help transition vulnerable children into safe and loving families and support such families, for 1) leaders (as above) and 2) organizations (as above). Such leaders and organizations will then demonstrate they are actually able to reach vulnerable children and their parents and caregivers with quality care and services.

World Without Orphan's Intervention Questionnaire

1. How many **children** received transitional care services, including wrap-around services, after capacity building through WWO local church ministries or WWO network collaborators? (total number of children)
2. How many **parents or caregivers** received support for transitioning children into safe and loving families or supporting their ability to remain in safe and loving families, after capacity building through WWO local church ministries or WWO network collaborators? (total number of parents/caregivers)
3. How many **leaders**, including volunteers, practitioners, advocates, champions, or providers were trained in delivering quality transition/intervention family-based care services consistent with the WWO Roadmap, including support services, to vulnerable children and their families? (total number of leaders)
4. What was the number of **organizations**, by type of organization (church, FBO, etc., as above) that received training to strengthen their capacity to deliver transitional family-based care, consistent with the WWO Roadmap? (total number of organizations)? And, how many different trainings were received (total number of trainings)

For information on WWO Monitoring and Evaluation for all four Roadmap Foundations, please visit:

wworoadmap.org/resource/wwo-monitoring-and-evaluation





All content in the *WWO Roadmap* is also available online
with added resources and media at wworoadmap.org

Section 3



PREVENTING ORPHANHOOD AND VULNERABILITY

by Addressing Violence Against Children
and Poverty

The Overview, the Vision,
the Collaboration

1. Prevention of Violence, A Global Priority
 - Magnitude of Violence Against Children
 - Root Causes of Violence Against Children and Vulnerability are Similar to Root Causes of Orphanhood
 - Components of INSPIRE
2. Strategies, Approaches, and Programs of INSPIRE
 - Implementation and Enforcement of Laws
 - Norms and Values
 - Safe Environments
 - Parent and Caregiver Support
 - Income and Economic Strengthening
 - Response and Support Services
 - Education and Life Skills
 - INSPIRE Accelerators
3. From Crisis To Hope
 - Growing Crisis
 - Multiplying Hope
4. Cross-Cutting Activities
 - Multisectoral Actions and Coordination
5. Resources for the Church
 - Resources that Reach Children
 - Resources that Reach Families
 - Resources that Reach Congregations
 - Resources that Reach Communities
 - Programs That Reach Families, Churches, And Communities In Crisis (See Hope In Crisis Section)
6. Monitoring and Evaluation for Prevention
7. Conclusion



THE OVERVIEW

According to research from the Harvard Center on the Developing Child and the Centers for Disease Control and Prevention, root causes of orphanhood and vulnerability in children include violence and poverty. The world's best research has also shown what works to address violence against children and poverty for all children, including those with disabilities. This research is described in INSPIRE, which is an evidence-based resource for everyone committed to preventing and responding to violence against children and poverty — from government to grassroots, and from civil society to faith communities, to the private sector. It represents a select group of strategies based on the best available evidence to help countries and communities intensify their focus on the prevention program and services with the greatest potential to reduce violence against children and poverty for all children, as well as their tragic consequences — including family separation, injury, infectious diseases, and even death. The seven strategies are:

- Implementation and Enforcement of Laws
- Norms and Values
- Safe Environments
- Parent and Caregiver Support
- Income and Economic Strengthening
- Response and Support Services
- Education and Life Skills

There are two cross-cutting activities that help connect and assess progress towards the strategies — Multisector Collaboration and Monitoring and Evaluation.

The seven strategies are most effective when implemented as part of a comprehensive, multisectoral plan that harnesses their synergies, as the strategies are intended to work in combination and reinforce each other. Though stakeholders in many countries are working to eliminate violence against children and poverty and their consequences, their efforts are not always well coordinated and supported, and few are undertaken at a large scale that serves all children, including those with disabilities. Coordination is, therefore, essential, as no single sector or organization can deliver the full package of programs and no individual government can tackle the growing threats to its children that now transcend national borders.

THE VISION

WWO supports INSPIRE's vision as a world where all governments, with the strong participation of civil society, faith alliances, and communities, routinely implement and monitor interventions to prevent and respond to violence against all children and adolescents and help them reach their full potential. We believe Christ cares about all children who are abused — including those who are being abused in their homes, those who are abused in orphanages, and those whose abuse drove them from their homes and into orphanages and the streets. Jesus himself shows his concern when He says that it would be better for someone to have a millstone tied around their neck and to drown in the deepest sea than to harm a child (Matthew 18:6, Luke 17:2). The clear meaning of His words is that all abuse of children should be avoided.

The *WWO Roadmap* is published on the 30-year anniversary of the Convention of the Rights of the Child (CRC). The CRC obliges nations to take all appropriate legislative, administrative, social, and educational measures to protect all children — including those with disabilities — from all forms of violence while in the care of parents, legal guardians, or any other person who has the care of the child. It reflects the urgent need to address the huge public health, social, and spiritual burden created by violence against children and poverty. From the very beginning, INSPIRE linked to the CRC as the driving force behind these strategies.

INSPIRE also aims to help countries and communities achieve key United Nations 2030 Sustainable Development Goals (SDG), which the heads of state from EVERY NATION in the world have signed. This includes “ending abuse, exploitation, trafficking, and all forms of violence against and torture of children” (Target 16.2).

A core global WWO resource to guide dialogue for church, faith, and government leaders on the precious worth of children is provided here, courtesy of VIVA.

Understanding God’s Heart for Children — VIVA

wworoadmap.org/resource/understanding-god-s-heart-for-children

THE COLLABORATION

The World Health Organization (WHO) initiated preparation of the INSPIRE package, which is a set of essential strategies that, together, dramatically reduce violence, poverty, and vulnerability in children. WHO prepared this in collaboration with the United States Centers for Disease Control and Prevention (CDC), End Violence Against Children: The Global Partnership, the Pan American Health Organization (PAHO), the President’s Emergency Program for AIDS Relief (PEPFAR), Together for Girls, the United Nations Children’s Fund (UNICEF), United Nations Office on Drugs and Crime (UNODC), United States Agency for International Development (USAID), and the World Bank. Each of these agencies has a long history of galvanizing evidence-based approaches to preventing violence against children and poverty. Additionally, many church alliances and faith-based organizations have endorsed INSPIRE, mindful of the importance of using best practices to help the most vulnerable children and families. These include the World Evangelical Alliance, the World Council of Churches, World Vision, Catholic Relief Services, World Without Orphans, and Forgotten Voices, in addition to a large number of NGOs and civil society organizations.

The *WWO Roadmap* is moving forward to provide core resources from INSPIRE, as they highlight a small number of the very most effective programs in the world for protecting children and their families from violence, abuse, neglect, exploitation, and poverty.

We believe that when engaged churches collaborate to strengthen families by implementing these best programs with love, humility, wisdom, prayer, and integrity from God, the result will be thriving children who reach their God-given purpose. Together, we will co-labor with our Heavenly Father to change nations for generations.

1

PREVENTION OF VIOLENCE AND ORPHANHOOD: A GLOBAL PRIORITY

Adapted from INSPIRE: Seven Strategies for Ending Violence Against Children, available here in Arabic, Bulgarian, Chinese, English, French, Georgian, Portuguese, Russian, Spanish, and Ukrainian
www.roadmap.org/resource/inspire

WHO, UNICEF, the CDC, the World Bank, and the UNODC estimate more than 1 billion children — one out of every two — experience physical, sexual, or psychological violence every year. Violence against children and adolescents includes physical, sexual, and emotional abuse and neglect. For infants and younger children, violence mainly takes the form of maltreatment at the hands of parents, caregivers, and other authority figures. As children grow, peer and intimate partner violence — bullying, fighting, sexual violence, online sexual exploitation, and assault — become more common.

Magnitude of Violence Against Children

Over the course of their childhood, one in four children suffers physical abuse, and almost one in five girls and one in 13 boys suffer sexual abuse. For children with disabilities, rates of abuse are three to four times higher than for other children. Tragically, such violence commonly is perpetrated by people the child knows and trusts and in places that should be safe, such as homes and schools. Such violence against children and adolescents has devastating health, social, and spiritual consequences, and often children with disabilities are at even greater risk. Exposure to violence at an early age can impair brain development and lead to a host of lifelong physical and mental health consequences. Social consequences of violence include disruption of families. For example, a study of street youth in Eastern Europe found that these youth went to the streets because they felt safer there than at home. Despite its high prevalence, violence against children is often hidden. Though such violence may be hidden, the destructive consequences eventually surface.

In many countries, the size of the violence problem is greatly underestimated because estimates come from reporting data used by justice systems (and many experiences of violence are never legally reported), instead of from national survey data. Child abuse rates are underestimated because of the widespread beliefs that lead people — including children — to see violence as normal rather than a problem demanding attention. Furthermore, children who do report such violence are often not believed, and no protective legal action is taken. In such situations, gatekeepers, including faith leaders, teachers, and police officers, have an opportunity to speak on behalf of abused children as an advocate for their protection in alternative family care. The global Church is uniquely positioned to prioritize the best interests of the child as the highest value in considerations of abuse and its implications. Of note, the advocacy of faith leaders in Zambia led the government to ask church leaders to identify safe families who could be trained to provide emergency foster care for such children. Increasingly, governments recognize the potential of faith leaders and congregations to promote justice and show compassion for vulnerable children and families.

Root Causes of Violence Against Children and Vulnerability are Similar to Root Causes of Orphanhood

Much of this violence and its enormous impact can be prevented through programs that address its root causes and risk factors. Violence arises from an interplay of factors related to the child, the family, the community, and the society, and these four levels represent key entry points for the INSPIRE strategies. Of note, poverty is both a root cause of violence and vulnerability and it is also a root cause of orphanhood; thus, addressing poverty contributes to both preventing abuse and preventing orphanhood. As described earlier, the World Without Orphans cornerstones include a similar description of these same four levels (child, family, church community, and movement) — all contextualized within a fifth cornerstone: the care, help, compassion, and provision of God.

Components of INSPIRE

The INSPIRE package includes **seven strategies** that together provide an overarching framework for ending violence against children and preventing vulnerability in children and families. Each strategy is accompanied by a key **goal**, the **rationale** for the strategy, its potential **effects** on preventing violence against children, and specific **approaches** (including types of programs, practices, and policies) that advance the strategy.

Finally, each strategy will include at least one specific link to a **recommended program or resource for churches** that can be accessed at no cost.

Criteria for Evidence-Based Programs

The selection of recommended programs or resources for churches was limited by the inclusion of programs that are considered ‘evidence-based.’ Evidence-based means that the program has

1. been evaluated using experimental research methods (that must include both a group that received the program and a comparison group that did not receive the program),
2. been shown to reduce one or more of these types of violence or abuse: maltreatment, bullying, youth violence, intimate partner violence, and sexual violence,
3. been used in global settings,
4. used high quality scientific methods,
5. received recognition by global experts as leading to significant decreases in the risks of violence and abuse.

Someone interested in knowing whether a violence prevention program that is not included in the Roadmap is evidence-based can consult with research experts in experimental studies of global violence prevention, to help determine whether at least each of the first four criteria above are met.

It is helpful to understand the difference between **evidence-based programs** and **best practices** programs. Whereas the **evidence-based programs** are most relevant for the ‘prevention’ of violence and vulnerability, **best practices programs** are well-suited to helping provide immediate help to children needing alternative family-based care, such as kinship care, foster care, or adoption. In this case, there are recognized professional child protection global standards (instead of the experimental studies of programs as described above for ‘**evidence-based programs**’) that guide the ‘**best practices**’ for ensuring that such alternative care is necessary and suitable for the particular child in need.

For this Prevention section of the Roadmap, these evidence-based programs were made available at no cost for the WWO community. This recommendation of an example model program for each strategy is *not* intended to suggest that other programs in use should be discontinued, and it does not mean that other programs are ineffective. Our recommendation simply includes programs for each INSPIRE strategy that have been rigorously evaluated and are recognized by the very top experts around the world as being those that have been shown to work in protecting children from abuse. The ones included here have also been adapted or can be easily adapted for use in faith settings. For the 2024 WWO Roadmap revision, additional strong programs that have research-based evidence of effectiveness have been added.

National and local pastors and faith leaders who use INSPIRE will often be implementing aspects of the activities within the context of a local church. In light of the central place of the Scriptures in influencing motivation, prayer, and action for faith leaders and faith collaborations, the *WWO Roadmap* includes a **Biblical reference** that supports each strategy.

The INSPIRE strategies were chosen as far as possible to represent programs and policies that have been implemented and evaluated in low-resource settings. Where drawn from high-income settings, interventions that appear especially effective in reducing violence against children — and also likely to succeed across various cultural settings — were selected. In practice, the effectiveness of the strategies and approaches included in INSPIRE will depend on the quality and characteristics of their implementation.

Purpose and Call to Action

Our purpose is to provide free access to the most effective evidence-based resources worldwide, to equip national leaders to build programs, which strengthen families and children. Please join us in using these evidence-based programs, approaches, and strategies to make the most impact towards reducing violence and orphanhood, for the purpose of children worldwide.

“And let us not grow weary in doing good, for at the proper time we will reap a harvest if we do not give up.”
Galatians 6:9

2 STRATEGIES, APPROACHES, AND PROGRAMS OF INSPIRE

Implementation and Enforcement of Laws

The aim of this strategy is to **ensure the implementation and enforcement of laws and policies to prevent child sexual abuse and child physical abuse, reduce excessive alcohol use, and limit youth access to weapons**. Laws prohibiting violent behaviors, such as sexual abuse or violent punishment of children, signal that society considers these behaviors unacceptable. Such laws provide a way to hold perpetrators accountable. Laws and policies can also reduce key risk factors for violence against children. Specific Child-Safeguarding Policies are now considered essential for every organization working directly with children, including governments, non-governmental organizations (NGOs), faith-based organizations, and churches. These Child-Safeguarding Policies outline when it is necessary for gatekeepers to report suspected child abuse to legal authorities. Child protective custody is used by legal authorities when they believe a child's health or welfare is in danger. A social worker or police officer can place a child into protective custody if he or she believes immediate action is needed to protect a child from abuse or neglect.

World Without Orphans collaborators and partners are expected to have child safeguarding policies in place or alternatively to sign and use the **WWO safeguarding policy**:

wworoadmap.org/resource/wwo-safeguarding-policy

Additional tools:

wworoadmap.org/resource/safeguarding-resources

Expected outcomes:

- Reductions in physical violence towards children by parents, caregivers, and authority figures
- Reductions in sexual abuse of children, including forced or pressured sex, unwanted attempted sex, and unwanted sexual touching
- Reductions in sexual exploitation of children including trafficking, pornography, and prostitution
- Reductions in excessive alcohol consumption and binge drinking
- Reductions in need for child protective services and need for alternative family care associated with sexual abuse, sexual exploitation, physical abuse, and neglect
- Reductions in firearm-related deaths and nonfatal injuries
- Increases in positive gender and social norms

Recommended resource for churches, for each organization participating in National Without Orphans collaborative teams, when the organization has contact with children:

• How to Begin Developing and Updating a Safe Sanctuaries Policy

wworoadmap.org/resource/safe-sanctuaries-policy

• Creating Safe Environments for Children — VIVA

wworoadmap.org/resource/safe-environments

- **World Without Orphans Safeguarding Policy**

www.roadmap.org/resource/wwo-safeguarding-policy

Biblical principle that supports this strategy:

Implementation and Enforcement of Laws: Rom 13:1 *“Let everyone be subject to the governing authorities, for there is no authority except that which God has established.”*

Norms and Values

Social and cultural norms can create a climate in which violence is encouraged or normalized. In many countries, such harmful norms are even more common for children with disabilities. This strategy aims to **strengthen norms and values that support non-violent, respectful, nurturing, positive, inclusive, and gender equitable relationships for all children and adolescents**. Achieving this often requires modifying deeply ingrained social and cultural norms and behaviors — in particular, the idea that some forms of violence are not only normal, but sometimes justifiable. It involves approaches such as community mobilization programs, bystander interventions, and small group programs that challenge harmful gender and social norms of boys. In the area of inclusivity, media has a key role; by including children with disabilities in stories, films, and books, media sends the message that all children are important for families and communities.

Expected outcomes:

- Reduced acceptance of violence against women and children
- Reductions in early and forced marriage of young girls
- More favorable beliefs towards gender equity and gender-equitable division of labor
- More favorable attitudes to nonviolent approaches to parental discipline
- Greater recognition of what constitutes abusive behavior towards children and intimate partners
- Increased bystander intervention to prevent violence against children and intimate partners
- Reductions in physical or sexual violence against a child or teen by a parent, relative, or intimate partner
- Reductions in need for child-protective services and need for alternative family care associated with sexual abuse, sexual exploitation, physical abuse, and neglect

Recommended resource for churches for training church influencers to promote healthy gender norms:

- **SASA! Raising Voices — Faith Training Manual** includes a Christian adaptation for helping local pastors and faith leaders catalyze transformational dialogues to advance equitable treatment of girls and boys and of women. Developed in Uganda and now used widely in many nations, studies show more than a 50% reduction in sexual abuse in communities that implement the program.

www.roadmap.org/resource/sasa-faith

- **Preventing and Responding to Sexual Violence Against Children: A Workshop for Faith and Community Leaders** – This workshop has been widely used in 12 countries to help pastors and faith leaders teach the adults and teenagers in their churches about preventing sexual violence against children and youth. WWO Uganda and WWO Romania teams have also used it for training church leaders and youth.
www.roadmap.org/resource/preventing-and-responding-to-sexual-violence-against-children

- **Bystander Intervention Programs** – teach people how to recognize and safely intervene to stop sexual violence, intimate partner violence (IPV) or harassment. Bystander programs identify and challenge norms that support sexual and IPV and promote norms of community responsibility for protection and

prevention. The program equips participants with skills to identify problematic or dangerous behavior, develop empathy for victims, practice safe and effective methods of intervention, and commit to taking action as a bystander.

www.roadmap.org/resource/bystander-intervention

Biblical principle that supports this strategy:

Norms and Values: Gal 3:28 *“There is neither Jew nor Greek, ... nor is there male and female, for you are all one.”*

James 3:17 *“But the wisdom that comes from heaven is first of all pure; then peace-loving, considerate”*

Safe Environments

This strategy aims to **create and sustain safe streets and safe community, digital, and other environments where children and youth gather and spend time**. It focuses on modifying communities’ social, digital, and physical environment (rather than the individuals within it) to foster positive — and deter harmful — behaviors. It involves approaches such as problem-oriented policing directed towards “hotspots” for violence, interrupting violent conflicts by stopping retaliatory violence, and changing the built environment, including by assuring accessibility for all children, without regard to age or ability, to the highest extent possible.

Expected outcomes:

- Reductions in assault-related injuries
- Increased safety when moving around the community
- Increased digital safety online

Recommended resource for churches, for each organization participating in National Without Orphans collaborative teams:

- Global proliferation of digital technology, including mobile and internet communication platforms, have rapidly increased the online exposure of children and teens to exploitive sexual images and pornography. These new internet threats make children and teens around the world more vulnerable to sexual exploitation than ever before. It is, therefore, essential that every church and faith leader engaged in WWO Collaboration have at least a minimum level of understanding of this subject, as well as of approaches to protecting children online. We recommend these resources:

UNICEF 8 Strategies to Keep Your Children Safe – Online and Off

www.roadmap.org/resource/online-safety-unicef-guide

Touch Talk

Touch Talk is an educational resource to help children stay safe, protect themselves, and get help if abuse occurs. A Safeguarding Policy must be in place and safeguarding training for those teaching Touch Talk must have occurred and be documented BEFORE this book can be given to children or used with children.

www.roadmap.org/resource/touch-talk

Welcome Talk – For refugee and displaced children

Welcome Talk is an educational flipbook to help children on the move, who are displaced by crisis of any type, stay safe and get help if abuse occurs.

www.roadmap.org/resource/welcome-talk

Biblical principle that supports this strategy:

Safe Environments — I Kings 4:25 *‘During Solomon’s lifetime, Judah and Israel, from Dan to Beersheba, lived in safety, everyone ...’*

Parent and Caregiver Support

This strategy aims to **reduce harsh parenting practices and create positive parent-child relationships** by helping parents and caregivers understand the importance of positive, nonviolent discipline and of close, effective communication. Parent and caregiver support can be provided through parent training programs delivered through home visiting or in groups. In these approaches, parents are educated about their children's development and trained to adopt positive parenting practices such as nonviolent discipline and effective parent-child communication on sensitive topics. Added support may be needed for parents and caregivers of children with disabilities, including respite care and support groups.

Expected outcomes:

- Reductions in proven child maltreatment cases and referrals to child protection services
- Reductions in abusive, negative, or harsh parenting, especially in relation to discipline
- Reductions in bullying and being bullied
- Reductions in physical, emotional, or sexual violence victimization against children and youth by peers, relatives, and romantic partners
- Reductions in aggression and delinquency during adolescence
- Increases in positive parent-child interactions
- Increases in parental monitoring of child and youth safety

Recommended programs for churches:

The training program Parenting for Lifelong Health is the only one recommended officially by the World Health Organization, due to it having exceptional impact on protecting children from abuse and vulnerability. While created for low literacy settings, the program is being adapted for use around the world. It is commonly used in churches. Training manuals for instructors and for parents, for these two programs, were developed by the London School of Tropical Medicine:

- **Parenting for Lifelong Health for Teens — Instructors Manual and Teens Family Handbook**
www.roadmap.org/resource/parenting-for-lifelong-health-for-teens
- **Parenting for Lifelong Health for Young Children — Instructors Manual and Parent's Handbook**
www.roadmap.org/resource/parenting-for-lifelong-health-for-young-children
- **REAL Fathers - The Responsible, Engaged and Loving (REAL) Father's initiative**
A core program that was developed in Uganda by Save the Children, has now been well-studied, has a full implementation guide as above, and is the only program specifically for fathers – and especially for young fathers. The resources include a Mentor's Guide, Participant's Guide, Mentor Resource Sheets, and Young Mother's Guide:
www.roadmap.org/resource/real-fathers

Recommended programs that can be adapted for delivery in the context of crisis

- **COVID-19 Parenting Tips** – Parenting for Lifelong Health has produced easy-to-distribute parenting tips in over 100 languages. WWO endorses these tips as effective in helping strengthen families and prevent violence against children.
www.roadmap.org/resource/parenting-tips
- **Parenting Tips: A Guide for Church Leaders** – This **multi-language leader guide** includes sermon suggestions, conversation starters, template text messages, radio announcements, and social media content that can be used to reach families in need.
www.roadmap.org/resource/parenting-tips
- **Script outline for phone conversations with parents and children** – Viva has designed an 8 week phone

mentoring program, that will support families to build stronger relationships, encourage positive parenting, and reduce the risk of violence against children at home. These scripts are useful for any crisis context.
www.roadmap.org/resource/parenting-tips

- **Parenting Tips for Challenging Times** – Parenting can be tough - and more so in a crisis.
www.roadmap.org/resource/parenting-tips
- **Hope Groups Psychosocial and Parenting Support Resources** – please see ‘Hope in Crisis,’ Section 4. This program builds skills by using a combination of five evidence-based INSPIRE Strategies described above, including: Parenting and Caregiver Support; Norms change; Safe Environments; Education and Life Skills programs. When used in churches, the Hope Groups can be complemented by combining them with the **Parenting Tips: A Guide for Church Leaders**, above.
www.roadmap.org/resource/hope-groups

Biblical principle that supports this strategy:

Parenting Support — I Thessalonians 2 “*Mothers ‘tenderly care’; fathers ‘exhort and encourage.’*”

Income and Economic Strengthening

This strategy aims to **improve families’ economic security and stability, thereby reducing intimate partner violence and child maltreatment**. It involves approaches such as making cash transfers to families in combination with parent training and/or on condition that they ensure their children attend school, training mothers and/or fathers and youth in Community Savings and Loan approaches, or providing microfinance in combination with education for men and women on gender norms, domestic violence, and sexuality.

Expected outcomes:

- Reductions in physical violence towards children by parents or other caregivers and in associated child protection referrals
- Reductions in intimate partner violence
- Reductions in early and forced marriage of young girls
- Reductions in children witnessing intimate partner violence in the home
- Increases in social norms and attitudes that disapprove of intimate partner violence

Recommended program for churches:

A widely used and generously available curriculum that builds the capacity of the local church to train its local leaders in appropriate aspects of small group savings and loans uses Community Savings and Loan Groups to help. The weekly small group savings and loan program is designed by HOPE International to be implemented as part of local church programs and plans. Needed resources for teaching this course can be found here:

- **Restore: Savings — Church Facilitator Guide**
www.roadmap.org/resource/restore-savings-church-facilitator-guide

Biblical principle that supports this strategy:

Income Strengthening — Luke 4:18, 21 “*Jesus’ first sermon, quoting from Isa 61:1-2: “The Spirit of the Lord is upon me, because He has anointed me to proclaim good news to the poor... Today this scripture is fulfilled in your hearing.”*”

Matt 25:20 “*The man who had received five bags of gold brought the other five. ‘Master,’ he said, ‘you entrusted me with five bags of gold. See, I have gained five more!’ ‘Well done, my good and faithful servant.’*”

Anu from India

In India, Anu previously ran a children's home, but as she faced burnout and began to see there were ways she could help kids remain in their families and never enter an orphanage to begin with, she changed her ministry strategy.

Now Anu and her team at her local NGO work to prevent family separation in their community in India by creating income-generating opportunities for poor families. Additionally, the NGO runs day education centers for children while their parents are at work.

Seema is one woman who has been impacted through the work of Anu and her team. Previously she struggled to provide for her daughter and pay rent for her little home. Thanks to the tailoring classes provided by the local NGO, Seema began making beautiful patchwork quilts, from which she could make an income. Today Seema can provide for her daughter and pay their rent. Family separation due to poverty and lack of access to work and education was prevented.

Response and Support Services

This strategy aims to **improve access to quality health, social welfare, and justice support services for all children who need them—including for reporting violence—to reduce the long-term impact of violence.** Children who have experienced sexual, physical, or emotional violence need access to a variety of services to help them heal, cope, and recover and to help break the cycle of violence. Basic health services, such as emergency medical care for violence-related injuries and clinical care for victims of sexual violence (including post-exposure prophylaxis against HIV when indicated), are the urgent priority. Where these basic child-focused services are in place, companion services can help children seek other essential aspects of care, report violent incidents, and receive added referrals. These include counseling and foster care interventions involving social welfare services.

System Strengthening: All sectors, including social services, health, and justice, are responsible for strengthening the system to ensure an effective response to violence against children. This may include the development of policies, guidelines, and national plans of action, strengthening institutions responsible for preventing and protecting children from violence, strengthening the workforce, ensuring effective coordination and collaboration between government, NGOs/FBOs, business, and faith alliances, providing comprehensive prevention and response services that ensure a continuum of care, and ensuring strong accountability and monitoring systems. The relationships among those engaged in the system are critical to ensuring the best outcomes for children. It is helpful to conduct a mapping analysis across the system, involving all stakeholders, to identify gaps and develop a plan for system strengthening.

Expected outcomes:

- Reductions in recurrence of the same type of violence in the short-term
- Reductions in trauma symptoms (e.g., posttraumatic stress disorder, depression, anxiety)
- Reductions in sexually transmitted infections and negative reproductive health outcomes
- Reductions in victimization or perpetration of violence in the short-term and later in life
- Increases in child welfare interventions, including alternative family care when needed

Recommended resource for churches:

This resource provides a short overview of the types of services needed when abuse has occurred. It will educate the reader about what types of referrals should be considered in any country, when there is concern about abuse of any child.

- **Response and Support Framework Table 3 (p. 198); Foster Care (pp. 216-217), Trauma-Focused Cognitive**

Biblical principle that supports this strategy:

Response services — Isa 58:10 *“If you spend yourselves in behalf of the hungry and satisfy the needs of the oppressed, then your light will rise in the darkness.”*

Education and Life Skills

This strategy aims to increase children’s access to more effective, gender-equitable education, social-emotional learning, and life skills training and ensure that school environments are safe, inclusive, and enabling. The aim is that schools are constructed and administered so that all children can experience quality learning and recreation together. Gains in education for both girls and boys protect against both victimization and perpetration of violence. This strategy involves approaches such as increasing enrollment in preschool (which can be particularly helpful for promoting early development in children with disabilities), primary, and secondary schools, establishing a safe, inclusive, and enabling school environment, improving children’s knowledge about sexual abuse and how to protect themselves against it, adolescent intimate partner violence prevention programs, and life and social skills training programs. Programs that strengthen children’s social and emotional learning enhance their communication and relationship skills and help them learn to solve problems, deal with emotions, empathize, and safely manage conflict — life skills that can prevent violence.

Expected outcomes:

- Increases in school attendance and academic success
- Reductions in aggressive and violent behaviors
- Reductions in bullying behaviors
- Reductions in physical and sexual intimate partner violence victimization and perpetration
- Increases in awareness of and improved attitudes about intimate partner violence
- Reductions in drug use and excessive alcohol use

Recommended program for churches:

Life skills programs that aim to promote healthy and equitable relationships have been shown to be highly effective. One example of such a program, Coaching Boys into Men, was associated with nearly a 50% reduction in sexual violence perpetration. Based on biblical principles, Bible verses can be added.

- **Coaching Boys into Men** — life skills program that is evidence-based, 12 lessons free online; leads to 50% reduction in sexual violence by teaching respect and dignity, healthy relationships
www.roadmap.org/resource/coaching-boys-into-men
- **The Good Schools Toolkit** was created to help educators and students explore what makes a healthy, vibrant and positive school, and guide them through a process to create their vision. The program focuses on influencing a child’s school experience and whole-school culture, to help reduce peer violence in schools, among other outcomes. Led by a team of two teachers, two students and two school-linked community members, the program influences school-wide culture through four entry points: teacher-student relationships, peer-to-peer relationships, student and teacher to school relationships, and parent and community relationships. In one study, GST use reduced the risk of physical violence by teachers and school staff against children by 42%, and 50% fewer teachers reported using physical violence against students in intervention schools compared to controls. The GST was created by the Ugandan-based NGO Raising Voices, is recommended by the World Health Organization, and has been implemented across countries for children ages 5 – 17 years.
www.roadmap.org/resource/good-schools-toolkit

Biblical principle that supports this strategy:

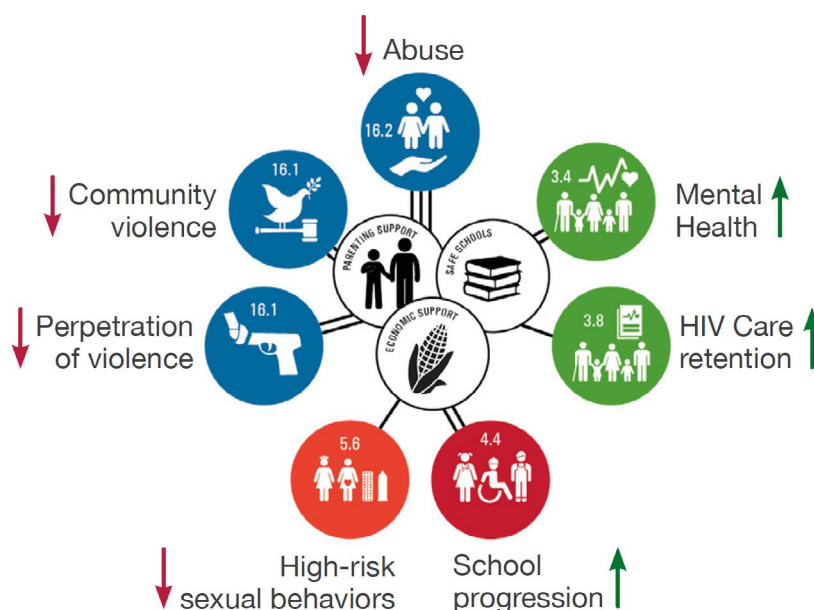
Education and Life Skills — Proverbs 18:15 “*The heart of the discerning acquires knowledge...*”;
I Pet 1:5 “*...make every effort to add to your faith goodness; and to goodness, knowledge; 6 and to knowledge, self-control...*”

INSPIRE Accelerators

While each INSPIRE components contributes importantly to preventing violence and orphanhood, including in the context of crises, there are 3 strategies that, when combined, have a particularly powerful impact on multiple positive outcomes for children (which is why they’re called ‘Accelerators’). We have strong evidence from South Africa and other countries that these three cost-effective programs are particularly powerful when combined together, protecting children who have lost caregivers and/or are vulnerable:

- Provide families caring for orphaned children with a social grant,
- Strengthen caregiving with a parenting support program,
- Make sure children can go to school.

This Figure shows the impact of combined services to strengthen parenting, economic, and schooling or life skills support. Together, these programs protect children from abuse, violence perpetration, and HIV-risk behaviors, and improve education, mental health, and healthcare access. The color-coded circles and numbers represent programming achievements in specific 2030 Sustainable Development Goals and targets respectively, benefiting health, education, gender equality, and peace and justice.



Source: Cluver, Orkin, Toska, Campeau, Webb, Carlqvist, Sherr, (2019) *Lancet CAH AIDS, South Africa*, with circles representing 2030 Sustainable Development Goals for health, peace, education, and gender equality.

3

FROM CRISIS TO HOPE

Growing Crises

From 2019 to 2024, many children who were already living in disadvantaged families became even more vulnerable, because of the great increase in new crises. Many of these crises also occur together – making the lives of children and families even more unstable. The growing number, severity, and types of crisis presents new opportunities for churches and communities to bring hope and healing those who are fearful, worried, and discouraged. These crises – whether due to epidemics, climate events, disasters, or wars – tend to have similar negative effects on children and families, often destroying homes, lives, and communities, and even forcing them to be displaced to unfamiliar locations and little support.

These needs open the door for churches and faith communities to remember the words of Jesus in Matthew: “When the Son of Man appears in his majestic glory, with all his angels by his side, he will take his seat on his throne of splendor, and all the nations will be gathered together before him. And like a shepherd who separates the sheep from the goats, he will separate all the people. The ‘sheep’ he will put on his right side and the ‘goats’ on his left. Then the King will turn to those on his right and say, ‘You have a special place in my Father’s heart. Come and experience the full inheritance of the kingdom realm that has been destined for you from before the foundation of the world! For when you saw me hungry, you fed me. When you found me thirsty, you gave me drink. When I had no place to stay, you invited me in, and when I was poorly clothed, you covered me. When I was sick, you tenderly cared for me, and when I was in prison you visited me’... When you cared for one of the least of these, my little ones, my true brothers and sisters, you demonstrated love for me.’ (Matt 25:31-40 The Passion Translation).

Multiplying Hope

The time has come for every church in every nation to become crisis-ready for children – as we follow our call to multiply compassion, resurrection hope, and unfailing love for those most affected. Together, we can bring hope that multiplies in communities for children and families who are in crisis – no matter what the cause.

A new small group program called ‘Hope Groups,’ was developed this year to bring HOPE to Ukrainians affected by the war. WWO, Oxford University, Ukraine Without Orphans, VIVA, Children’s Mission, Parenting for Lifelong Health (PLH) adapted evidence based mental health and the PLH positive parenting program for families to crisis for any reason – whether due to family crisis – such as death of a parent or loss of a home – or to community crises, such as floods, earthquakes, war, epidemics and economic threats. We are learning to deliver evidence-based, contextualized, ‘Hope Groups’ programs to those affected by a variety of crises. These programs are 12 small group sessions that increase hope for parents in crisis by over 60% and strengthen positive parenting. Hope Groups decrease depression in parents by over 50%, and importantly – they reduce emotional and physical abuse of children in crisis by over 50%! One of the reasons it appears the Hope Groups work so well is that they combine these five evidence-based INSPIRE Strategies for Parents and Caregivers in Crisis -- Parenting and Caregiver Support; Norms Change; Safe Environments; Education and Life Skills programs; and Response programs to strengthen mental health in crisis.

The full 12-session Hope Groups program is very effective when delivered as one full program for those in extended crisis. Here is a summary of research supported by the University of Oxford that describes the evaluation results: The Effectiveness of Hope Groups, a Mental Health, Parenting Support, and Violence Prevention Program for Families Affected by the War in Ukraine: Findings from a Pre-Post Study. These groups help families in crisis move toward hope.

The Hope Groups are part of a three-phase model for being 'crisis-ready' to deliver evidence-based psychosocial and parenting support for families affected by crisis and transition, such as conflict, war, displacement, migration, natural disaster, climate disaster, epidemic, etc. These phases include evidence-based parenting resources adapted from Parenting for Lifelong Health and war-time parenting research and programs.

www.roadmap.org/resource/hope-groups

Recommended programs for churches, shelters, or communities:

Programs for Ukrainian war, adaptable to other War contexts

Hope Groups for Displaced People and Ukrainians Impacted by War – Facilitator's and Participant's Guides available in English and Ukrainian:

www.roadmap.org/resource/hope-groups

Hope Groups for Kinship, Foster, and Adoptive Families – for Use in Government and Community settings, adapted for Colombia, South America, as 'Parenting with Hope'

Facilitator's and Participant's Guides available in English and Spanish

www.roadmap.org/resource/hope-groups

These core programs are for adaptation and evaluation, for any crisis:

Hope Groups Programs for Crisis - For Churches and Christian Majority Nations (General, for Disasters, Contagion/Epidemics/Pandemics/Orphanhood)

Hope Groups - Building Hope in Parents, Families and Children in Crisis and Transition – Facilitator's and Participant's Guides available in English:

www.roadmap.org/resource/hope-groups

Hope Groups Programs for Crisis - For Consideration in Christian Minority Nations (General, for Disasters, Contagion/Epidemics/Pandemics/Orphanhood)

Hope Groups - Building Hope in Parents, Families and Children in Crisis and Transition – Facilitator's and Participant's Guides available in English:

www.roadmap.org/resource/hope-groups

4 CROSS-CUTTING ACTIVITIES

Multisectoral Actions and Coordination

Successful delivery of what works for children and families— whether using Hope Groups in crisis, or INSPIRE’s evidence-based prevention program and services, depends on broadscale collaboration — as described in Section 1 of the WWO Roadmap — between multiple sectors and stakeholders. These include public, private, civil society, and faith alliances — at national and local levels — and may link departments responsible for education, health, justice, finance, social welfare, civil society organizations, professional associations, faith-based organizations, academic institutions, foundations, and other NGOs.

5 RESOURCES FOR THE CHURCH

Engaging the local church typically starts with discussion, prayer, and learning about the needs of orphaned and vulnerable children and their families and about the resources that can be used and adapted for church settings. All resources listed here were cited previously in each violence-prevention strategy described in Chapter 2 of this section. Here they are arranged by who they are for — children, families, churches, or communities.

Resources that Reach Children

- **UNICEF 8 Strategies to Keep Your Children Safe – Online and Off**
www.roadmap.org/resource/online-safety-unesf-guide
- **Welcome Talk – For refugee and displaced children**
www.roadmap.org/resource/welcome-talk

Resources that Reach Families

Parenting:

- **Parenting for Lifelong Health for Teens— Instructors Manual and Teens Family Handbook**
www.roadmap.org/resource/parenting-for-lifelong-health-for-teens
- **Parenting for Lifelong Health for Young Children— Instructors Manual and Parent’s Handbook**
www.roadmap.org/resource/parenting-for-lifelong-health-for-young-children
- **REAL Fathers - The Responsible, Engaged and Loving (REAL) Father’s initiative**
www.roadmap.org/resource/real-fathers

Small Group Savings and Loan:

- **Restore: Savings— Church Facilitator Guide**
www.roadmap.org/resource/restore-savings-church-facilitator-guide

Resources that Reach Congregations

- **How to Begin Developing and Updating a Safe Sanctuaries Policy**
wworoadmap.org/resource/safe-sanctuaries-policy
- **Creating Safe Environments for Children — VIVA Network**
wworoadmap.org/resource/safe-environments
- **World Without Orphans Safeguarding Policy**
wworoadmap.org/resource/wwo-safeguarding-policy

Resources that Reach Communities

- **SASA! Raising Voices** — Builds respectful norms towards girls and boys, and women. Studies show more than a 50% decrease in sexual abuse in communities that implement the program. Because the program is designed to impact an entire community and is used in many nations, it includes both a Christian and Muslim adaptation to promote collaboration across faiths.
wworoadmap.org/resource/sasa-faith
- **Preventing and Responding to Sexual Violence Against Children: A Workshop for Faith and Community Leaders.**
wworoadmap.org/resource/preventing-and-responding-to-sexual-violence-against-children
- **Coaching Boys into Men Life Skills Program**, for use in schools, sports, Sunday schools, or choir groups
wworoadmap.org/resource/coaching-boys-into-men
- **Bystander Intervention Programs.**
wworoadmap.org/resource/bystander-intervention
- **The Good Schools Toolkit**
wworoadmap.org/resource/good-schools-toolkit

Programs That Reach Families, Churches, And Communities In Crisis (See Hope In Crisis Section)

- See HOPE GROUPS for all crisis settings
- See HOPE GROUPS for war settings.
- See HOPE GROUPS for kinship adoptive, and foster care settings.
wworoadmap.org/resource/hope-groups

6 MONITORING AND EVALUATION FOR PREVENTION

BEGIN WITH THE END IN MIND!!! Please ensure you plan from the very beginning, the data you will collect to monitor your collaboration's effectiveness and to guide future service and work. Here are globally recommended CORE measures recommended by WWO for your consideration. You are free to use those that are the best fit for your program.

Monitoring systems can be used to provide data on the magnitude and circumstances of violence against children, track the implementation of planned activities, assess their impact, and address gaps. For these purposes, data on violence against children from national population-based surveys and facility-based administrative systems (such as hospitals, police records, and social services) are essential.

These are strategies for ending violence against children across the health, social welfare, education, finance, and justice sectors. The strategies are intended to reinforce each other and work best in combination.

Monitoring and evaluation will play a key role in implementing and improving this package as Lessons are Learned. Adaptation of the strategies according to cultural context and setting will strengthen their impact.

The short List of indicators recommended by the 10 global agencies that developed INPSIRE can be found here:

wworoadmap.org/resource/inspire-indicators

Purpose: To measure WWO national team contributions to building the capacity of: 1) **leaders**, with a primary focus on leaders in the local church and secondary focus on other practitioners or volunteers who support the WWO mission, vision and values; and 2) **organizations**, including church structures, local churches, FBO's, NGO's, and governments, to serve orphaned and vulnerable children and their parents/caregivers, using best practices as in the WWO Roadmap. Additionally, impact measures include the numbers reached, for 3) **orphaned and vulnerable children** and 4) **parents and caregivers**.

Specifically, 'Prevention' measures focus on using the best available evidence to prevent and respond to violence and abuse for those children living in vulnerable families, as these factors are key drivers of orphanhood, outcomes, and impacts, for programs and policies that prevent both vulnerability and institutionalization of children. The aim is to document outputs that prevent violence and abuse before it happens, and also promote early response for children who are victims of violence and abuse in their own homes and communities.

Data sources: WWO National Facilitation Team, leaders of national organizations/networks, or leaders of local organizations/networks

Operational definition: Use of internationally-recognized best practices to build the capacity to deliver quality programs and practices based on the WWO Roadmap, to help advance prevention of sexual, physical and emotional violence, and early response for those children that are victims of such violence in their families and/or communities. The 'Prevention' programs and policies are based on 7 evidence-based strategies for preventing violence and vulnerability. The aim is training in each strategy to help children grow up in safe,

stable and nurturing families and relationships, and to grow up protected from violence and abuse. WWO collaborative networks and WWO Roadmap trainings will serve 1) leaders (as above) and 2) organizations (as above). Such leaders and organizations will then demonstrate they are actually able to reach vulnerable children and their parents and caregivers with quality care and services in the area of 'Prevention'.

World Without Orphan's Prevention Questionnaire

1. How many **children** were served through evidence-based prevention programs and services using the WWO Roadmap 7 strategies (Implement protective policies, Norms that protect children, Safe environments, Parenting and caregiver support, Income strengthening, Response services, Education and life skills), after capacity building through WWO local church ministries or WWO network collaborators? (total number of children, along with disaggregation by number of programs received (1, 2, 3+))
2. How many **parents and caregivers** were served through evidence-based prevention programs and services using the WWO Roadmap 7 strategies (Implement protective policies, Norms that protect children, Safe environments, Parenting and caregiver support, Income strengthening, Response services, Education and life skills), after capacity building through WWO local church ministries or WWO network collaborators? (total number of parents/caregivers, along with disaggregation by number of programs received (1, 2, 3+))
3. How many **leaders**, including volunteers, practitioners, advocates, champions, or providers were trained in delivering quality evidence-based prevention program training in one or more of the WWO Roadmap 7 strategies, to protect children from violence and vulnerability? (total number of leaders)
4. What number of **organizations**, by type of organization (church, FBO, etc., as above) received training to strengthen their capacity to deliver evidence-based prevention programs in one or more of the WWO Roadmap 7 strategies? (total number of organizations)? And, how many different trainings were received (total number of trainings) And, how many strategies were covered (total number).

For information on WWO Monitoring and Evaluation for all four Roadmap Foundations, please visit: wworoadmap.org/resource/wwo-monitoring-and-evaluation

7 CONCLUSION

The 2030 Agenda for Sustainable Development contains a bold, ambitious, and clear call to eliminate violence against children. This provides a unique opportunity to catalyze action that builds safe, stable, and nurturing relationships and environments for every child. We all have the power and responsibility to act. The seven strategies and cross-cutting activities that constitute INSPIRE are the best way to accelerate progress in ending violence against children. Let's put them to work!

The true nature of a nation's standing is how well it attends to its children. When children are hurt, we, as a society, are diminished. When we work together to end violence in their lives, we rise to the best in ourselves, we help children reach their full potential, and we promote a future of peace and dignity for the next generation.

The full package of INSPIRE: Seven Strategies for Ending Violence Against Children is available here in Arabic, Bulgarian, Chinese, English, French, Georgian, Portuguese, Russian, Spanish, and Ukrainian: www.roadmap.org/resource/inspire





All content in the *WWO Roadmap* is also available online with added resources and media at wworoadmap.org

Section 4



LIVING REFRESHED

Spiritual, Relational, Practical Self-Care



The Overview, the Vision, the Collaboration

1. Spiritual Care — Secret Place Ministry
2. Spiritual Care — By Filling Your Emotional Cup
3. Relational Care — The Importance of Friendship
4. Practical Care — Move, Eat, Sleep
5. Caring Well — Prioritizing the Essentials
6. On the Journey to Discern the Father's Call
 - Does God Speak Today?
 - Developing a Strong Spirit
 - Bible Mediation
 - Journaling
7. Monitoring and Evaluation for Living Refreshed

Collaboration Contributors of Content: Greg and Michelle Haswell

We are grateful to Pastors Greg and Michelle Haswell for the content in this section and for their love and support for all those called to serve in the nations, with hearts that are passionate about a World Without Orphans. The original content for these resources includes the book, Living Refreshed, by Michelle Haswell, for Chapters 1 through 5. Chapter 6 comes from Northlands Church On-line Courses by Greg Haswell, and also comes to you personally, with prayer the Lord will encourage you greatly. All content is made available free for those serving in World Without Orphans.

THE OVERVIEW

The title of this section might sound selfish to you. Aren't we supposed to put others first and not think about our own needs? We are certainly taught in scripture to consider others better than ourselves, but I cannot give to others what I do not have. If you ask me for \$100 and I don't have it to give, I cannot meet your need. If I am a burned-out leader, I'm unable to give spiritual, emotional, or practical support to those collaborating to care for orphans and vulnerable children and their families. When we care for ourselves by staying refreshed in our own relationships with God and close friends, and steward our time and energy well, we will also be well-prepared to collaborate as we serve with other leaders, on the journey together towards a World Without Orphans.

THE VISION

Our hope is that this first section on caring for yourself will be one of many tools in your hand as a leader in your sphere that will help you navigate your own journey and encourage others in theirs. While we learn from one another, His voice is always the primary one we seek to hear.

THE COLLABORATION

The Holy Spirit remains our best counselor, giving us a spirit of wisdom and revelation (Ephesians 1:17) as we grow and serve together towards the shared vision of every church engaged, every family strong, every child thriving. May there be truths here that will strengthen and encourage you in your sphere of influence as you co-labor with the Lord and with each other.

1 SPIRITUAL CARE — SECRET PLACE MINISTRY

Do I Have What It Takes?

It's Tuesday morning and my alarm is letting me know it's time to start a new day. Starting early, I receive a number of text messages from dear people needing answers, comfort, or a place to voice a complaint, or reports of something wonderful that God has done. Most days there will be a fair number of texts or phone messages that need to be returned along with an answer or a fresh perspective. All of this requires being filled up in the secret place so that we can give from overflow and love well.

Psalm 91 tells us that if we stay in the secret place of the Most High, we will remain stable and fixed under the shadow of the Almighty.

I don't believe it's possible to remain in leadership for an extended period of time without this key biblical truth. Without accessing the Lord's rest and learning to live in His Presence, we will surely run dry and most likely burn out at some stage as many sadly do. Before I can feed others, I need to eat "fresh bread" from Heaven and feed myself so that I can give from my own overflow. I need to receive so that I can feed. Countless times I have read a scripture in the morning, only to find that later in the day it's the very thing needed for someone else.

When I live full, it's easy to give out. When I neglect my own intimate relationship with the Lord, I will eventually burn out. This is never our Father's intention. We find Jesus withdrawing often to hear His Father's voice and then responding only to what He had told Him. His ministry was the most fruitful and we are offered the same and more.

Mark 1: 35 "Very early in the morning, while it was still dark, Jesus got up, left the house and went off to a solitary place to pray."

Heidi Baker, in describing God's work of caring for 1 million orphans through families in the churches in Mozambique, says "all fruitfulness flows from intimacy." Psalm 1 tells us that trees planted by the streams of water produce fruit in season and their leaves do not wither. A tree does not strive to produce fruit but naturally does so if it is well-tended and planted in good soil. Our Father's intent is that we are firmly planted in His love for us, receiving fresh water and nourishment from Him that brings forth good fruit from our lives. When this is where we live, we will be well-fed so that we can feed others well. We will hear His voice saying, "This is the way; walk in it." Our leadership will be in response to His voice and not in reaction to every need. We will see His grace abound because He always provides where He leads.

What Happens in the Secret Place?

We Wait

Psalm 62:1 AMPC "FOR GOD alone my soul waits in silence; from Him comes my salvation."

Isaiah 40:31 AMPC "But those who wait for the Lord [who expect, look for, and hope in Him] shall change and renew their strength and power; they shall lift their wings and mount up [close to God] as eagles [mount up to the sun]; they shall run and not be weary, they shall walk and not faint or become tired."

One of the definitions of “waiting” is to stay or rest in expectation. For most of us this is not easy because we live in a world that moves fast, and as leaders, there is always the next thing to take care of or another person in need of attention. Too often, our time set aside to spend focused on the Lord is shared with a response to a text message or a phone call or an email. Waiting on the Lord and turning off all other distractions is not easy, but I believe it is an essential one if we are going to remain strong. The scripture’s answer to weariness is waiting. Practice the discipline of just waiting in silence and being aware of His Presence.

We Worship

Psalm 40:3 AMPC “And He has put a new song in my mouth, a song of praise to our God. Many shall see and fear (revere and worship) and put their trust and confident reliance in the Lord.”

Psalm 95:6 AMPC “O come, let us worship and bow down, let us kneel before the Lord our Maker [in reverent praise and supplication].”

I used to say that when I get to Heaven, I want a voice like Whitney Houston. I think we would all agree that music has the power to change atmospheres for the good. Worship and music are powerful tools in the scripture to usher in the Presence of the Lord and to drive out the enemy. It is amazing to me that no matter what the circumstances are or how I’m feeling, a few minutes in worship will change my perspective from negative to positive and from defeated to full of faith. Praise and worship of our King will usher in peace and release stress. It will cause a mountain to become a molehill and it will be a refuge in the storm. We were created to worship Him with all our hearts. I have found it helpful to have worship music playing in my home or office. It sets an atmosphere of peace and faith for myself and those I’m meeting with.

Praise and worship are powerful tools in our relationship with the Lord and in helping make us aware of His ever-abiding Presence. Often on my way to a meeting with someone trusting God for a breakthrough, I listen to worship because it purposefully turns my attention towards Heaven. Praise and worship are weapons in our hands against the enemy. In 1 Chronicles 20:22, Jehoshaphat appointed singers, and when they began to praise, the Lord set ambushes against the enemy. Sometimes as leaders we will need to spend time in the secret place worshipping the Lord to see a breakthrough. When we make worship a priority, we will be the mighty warriors on behalf of our people that God has called and positioned us to be.

We Read

Hebrews 4:12 NIV “For the word of God is alive and active. Sharper than any double-edged sword, it penetrates even to dividing soul and spirit, joints and marrow; it judges the thoughts and attitudes of the heart.”

The word of God is a treasure and a great source of strength to me. His promises in the word have been anchors in my life that I stand on when nothing makes sense in my circumstances. The word is what I pray over those I lead and over my own life.

If we are going to be leaders who release hope and life, it is imperative that we have fresh bread from the word of God to share. It needs to be in us so that it can be released through us. Declaring the word over circumstances and people is what effects change to bring things into biblical alignment. The word declared will bring peace and move mountains. Jesus used the word as a weapon when tempted by the enemy in the desert.

Matthew 4:1-4 NIV *"Then Jesus was led by the Spirit into the wilderness to be tempted by the devil. After fasting forty days and forty nights, he was hungry. The tempter came to him and said, 'If you are the Son of God, tell these stones to become bread.' Jesus answered, 'It is written: 'Man shall not live on bread alone, but on every word that comes from the mouth of God.'"*

We Pray and Declare

At times, I have taken photographs of my family and put them on the floor and walked around praying and declaring the promises of God over them and what is theirs by rights children of God. I can pray for healing or financial provision, because Jesus took their sickness and He is their provider. I can pray for breakthrough because God is the God of the breakthrough. There are times when we walk around our church sanctuary and speak out loud the words and promises God has spoken over us, our family, our church, and our community. If you are a parent, ask the Lord how He sees your children and pray that over them. If they go through a challenging season, declare the truth of who God says they are. We can declare the favor of God over our businesses, our families, our bodies, and our churches. I believe firmly in the power of declaration because I see it all over the scriptures beginning in Genesis.

Genesis 1:3 NIV *"And God said, 'Let there be light,' and there was light."*

Genesis 1:9 NIV *"And God said, 'Let the water under the sky be gathered to one place, and let dry ground appear.' And it was so."*

His words in our mouth spoken aloud have power to speak life into what appears dead. The prophet Ezekiel had to open his mouth and declare the word of the Lord over the dry bones.

Ezekiel 37:4-5 NIV *"Then he said to me, 'Prophecy to these bones and say to them, 'Dry bones, hear the word of the LORD! This is what the Sovereign LORD says to these bones: I will make breath enter you, and you will come to life.'"*

Be a leader who is filled with His word and declares it out loud, and you will be a leader who brings forth fruit and releases breakthrough in many lives.

Reflection:

1. How do you fill yourself up so that you can meet the needs of those you lead?
2. What, in these pages, would you consider adding to your personal routine?
3. Take a few minutes and practice some of the four steps mentioned in this chapter.

Additional secret place devotional practices may include Praise, Thanksgiving, Adoration, Cultivating Intimacy and keeping God's testimonies. Resources and teachings on each of these can be found here:

www.roadmap.org/resource/secret-place

2 SPIRITUAL CARE — BY FILLING YOUR EMOTIONAL CUP

No Need to Burn Out

Riding through heavy traffic, after several intense hours of ministry with several people who are struggling with serious problems, I feel exhausted. I think to myself, “What’s wrong with me? I should be energized right now. Maybe I’m not getting enough sleep?” Many days I underestimate the emotional and spiritual draw of ministering to others’ needs and heartaches. Just as the spies entering the promised land with Joshua, I also must stand face-to-face with some spiritual giants, as I come against hopelessness and sickness and lack.

As leaders, we don’t realize that many times we have done some heavy lifting in a realm that we cannot see. Do you wonder why people leave your office with a smile? Because you have prayed away what was weighing them down. Well done! You have partnered with the Lord as He said we are to do. The gospels tell us that we will lay hands on the sick and they will recover. They tell us that we will drive out demons in His Name. You have put some foes to flight and need to recharge your batteries. It is most helpful to identify what replenishes your emotional resources. Maybe it is a walk in nature or getting alone with a good book. Maybe it is tea with a friend. Depending on our personalities and how God has fearfully and wonderfully made us, it will be different for each one of us. It’s important to figure this out and make space to replenish ourselves.

As leaders, we can be so good at taking care of others that we forget to take care of ourselves. Sadly, there are too many who have “burned out for Jesus,” which is certainly not what He ever intended. A scripture that has always fascinated me is Luke 8:43-46:

“And a woman was there who had been subject to bleeding for twelve years, but no one could heal her. She came up behind him and touched the edge of his cloak, and immediately her bleeding stopped. ‘Who touched me?’ Jesus asked. When they all denied it, Peter said, ‘Master, the people are crowding and pressing against you.’ But Jesus said, ‘Someone touched me; I know that power has gone out from me.’”

Jesus knew power had gone from him, which means power needed to be replaced. Do you ever wonder why you can feel exhausted after an intense time of ministry or leadership? Because power has gone from you. We need to learn as ministers and leaders to recharge our emotional batteries. Jesus, our perfect leader, demonstrated the value of this. Amidst healing the sick, driving out demons, feeding thousands and teaching His disciples, He withdrew often from the crowds and the demands of ministry to find solitude and time with His Father.

Many times, recharging our batteries can look “unspiritual” but in reality, it is the most spiritual thing we can do. Before Jesus performed the miracles, he took care of the practical need to eat as he fed the crowds.

Matthew 14:22-23 NIV “Immediately Jesus made the disciples get into the boat and go on ahead of him to the other side, while he dismissed the crowd. After he had dismissed them, he went up on a mountain-side by himself to pray. Later that night, he was there alone.”

In this passage of scripture, we see the Lord giving Elijah a time of rest as He feeds him with fresh bread, meat and water from the brook. The Lord led Elijah to a much-needed time of replenishment by providing a place of hiding and fresh food.

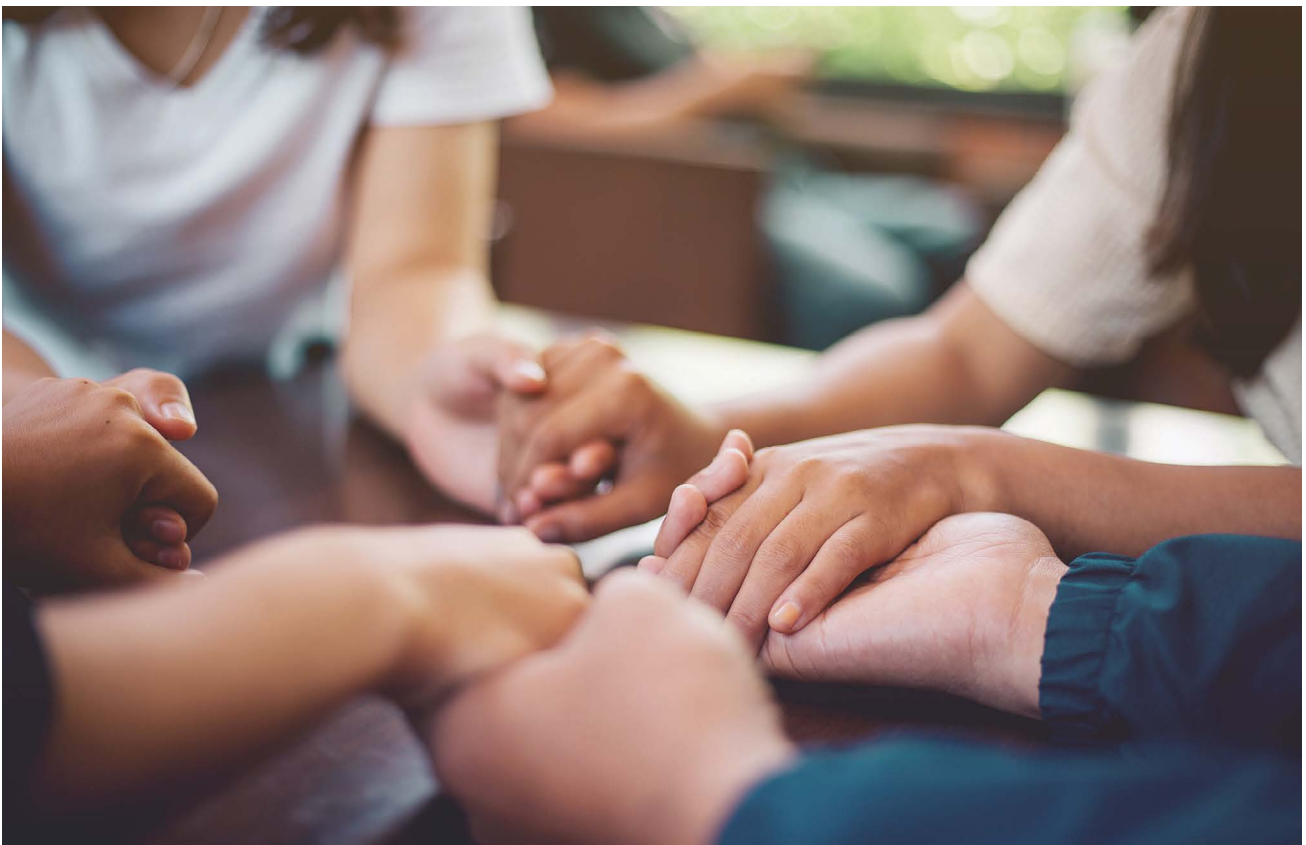
1 Kings 17:2 -5 *"Then the word of the LORD came to Elijah: 'Leave here, turn eastward and hide in the Kerith Ravine, east of the Jordan. You will drink from the brook, and I have directed the ravens to supply you with food there.' So he did what the Lord had told him. He went to the Kerith Ravine, east of the Jordan, and stayed there. The ravens brought him bread and meat in the morning and bread and meat in the evening, and he drank from the brook."*

In John 12:1-3 we find Jesus going to have a meal with close friends in Bethany. Mary, Martha, and Lazarus were some of the people in Jesus' life who filled His emotional cup. They were a place where he could go and rest. As leaders, we all need to have some Bethany places in our lives.

"Six days before the Passover, Jesus came to Bethany, where Lazarus lived, whom Jesus had raised from the dead. 2 Here a dinner was given in Jesus' honor. Martha served, while Lazarus was among those reclining at the table with him. 3 Then Mary took about a pint[a] of pure nard, an expensive perfume; she poured it on Jesus' feet and wiped his feet with her hair. And the house was filled with the fragrance of the perfume."

Reflection:

1. Identify those things that help strengthen you emotionally. Practice at least two this week.
2. Make a list of the people in your life who refresh you and make time to fit them into your schedule.



3 RELATIONAL CARE — THE IMPORTANCE OF FRIENDSHIP

Created for Connection

From the beginning of time, God made it clear that he created us for connection when He said in Genesis chapter 1, “*It is not good for man to be alone.*” His motivation for sending His son was love as the Bible says, “*For God so LOVED the world that he gave His only son.*” Throughout the scriptures, we are told to love, to encourage, to build up, to forgive. We were never meant to live isolated from authentic relationship. Having authentic friendships is not only something I enjoy, but also something I need and value. If you are serving as a leader in a growing collaboration, network, church, or organization, you will be connecting with many people at varying levels of relationship.

No matter what leadership role we are in, we all need those with whom we can be vulnerable. These relationships are a vital safeguard and a great and necessary support. Here is a fascinating scripture verse that speaks to the value of friendship for those in leadership positions.

1 Kings 4:1-5 AMPC “KING SOLOMON was king over all Israel. These were his chief officials: Azariah son of Zadok was the [high] priest; Elihoreph and Ahijah, sons of Shisha, were secretaries; Jehoshaphat son of Ahilud was recorder; Benaiah son of Jehoiada commanded the army; Zadok and Abiathar were priests; Azariah son of Nathan was over the officers; Zabud son of Nathan was priest and the king’s friend and private advisor.”

Solomon held the highest position of leadership as King of Israel. In appointing his cabinet, one of the key positions is given to Zabud as the king’s FRIEND and private advisor. Solomon recognized the importance of friendship in his role so much so that he made it an official appointment. Many are drawing from you as they should but make sure that there are some in your sphere you can call friend.

Research proves that when we were knit together in our mother’s womb, we were wired for healthy interaction with others. Matthew D. Lieberman, director of UCLA’s Social Cognitive Neuroscience lab, shared the following in his book, *Social, Why Our Brains are Wired to Connect*:

“By activating the same neural circuitry that causes us to feel physical pain, our experience of social pain helps ensure the survival of our children by helping to keep them close to their parents. The neural link between social and physical pain also ensures that staying socially connected will be a lifelong need, like food and warmth. Given the fact that our brains treat social and physical pain similarly, should we as a society treat social pain differently than we do? We don’t expect someone with a broken leg to ‘just get over it.’ And yet when it comes to the pain of social loss, this is a common response. The research that I and others have done using MRI shows that how we experience social pain is at odds with our perception of ourselves. We intuitively believe social and physical pain are radically different kinds of experiences, yet the way our brains treat them suggests that they are more similar than we imagine.”

He talks about how when asked about their most painful experiences, most people will talk about relational losses or hurts. On the contrary, most of our joyful seasons are often marked by positive relational interactions. When God created mankind, He put in us a need to be loved and to belong. From the very beginning, He said it is not good for man to be alone (Genesis 2:18). Further on in scripture He tells us to love one another deeply (1 Peter 4:8). We are fearfully and wonderfully made with a God-given need to love and be loved. It always delights me to see science lining up with the wisdom of our God.

Most people who have suffered rejection or have been isolated from healthy affection and acceptance are broken and hurting people who hurt others. Psychologist Abraham Maslow includes in his five-tier model of human needs the need for love and belonging and intimate friendship. Roy Baumeister, social psychologist, suggests that “human beings naturally push to form relationships.” His theory states that a lack of belonging can have a negative impact on our health and behavior as well as psychologically.

It is clear that we are wired for healthy and deep connection. Emma Seppala, PhD, who is Science Director of Stanford University’s Center for Compassion and Altruism Research and Education and the author of *The Happiness Track*, states the following in her book: “Strong social connection leads to a 50% increased chance of longevity and strengthens your immune system.” People who feel more connected to others have lower levels of anxiety and depression. Moreover, studies show they also have higher self-esteem, greater empathy for others, are more trusting and cooperative and, as a consequence, others are more open to trusting and cooperating with them. In other words, social connectedness generates a positive feedback loop of social, emotional and physical wellbeing. And all this science lines up with the word of God:

John 13:34 NIV *“A new command I give you: Love one another. As I have loved you, so you must love one another.”*

1 Peter 1:22 NIV *“Now that you have purified yourselves by obeying the truth so that you have sincere love for each other, love one another deeply, from the heart.”*

Romans 12:10 NIV *“Be devoted to one another in love. Honor one another above yourselves.”*

The Importance of Friendship

Let’s look a little more closely at the model of Jesus relationships. **Jesus had his three, his 12, and the crowds.** His three were Peter, James, and John. They were part of the inner circle and were with Jesus when He raised the synagogue ruler’s daughter from the dead. They stayed with Him and kept watch in the garden of Gethsemane. It is said that Jesus stayed in Peter’s home. It was John who leaned against His chest at the last supper and was told by Jesus that Judas was the betrayer.

John was at the cross when Jesus died and was commissioned by Jesus to take of his mother, Mary.

In the book of Matthew 16:18, Peter is affirmed by Jesus as the rock on which He will build His Church, a key role in the Kingdom. James was Jesus’ brother and along with Peter and John witnessed miracles that the other disciples didn’t. He took Peter, James and John with him up the mount of Transfiguration.

His 12 were Simon-Peter, Andrew, James son of Zebedee, John, Philip, Bartholomew, Thomas, Simon the zealot, Matthew, James son of Alphaeus, Thaddeus, and Judas Iscariot, who was replaced by Matthias in Acts 1:20–26. These 12 went with Jesus and were mentored by him and taught things of the Kingdom with the expectation that they would go out and do the things they had learned from their Master.

The crowds were those who followed Jesus from town to town, or those who witnessed the miracles. He performed as He went from place to place. They were those who heard his teachings and went away encouraged and healed. Jesus loved all these people enough to go to the cross for them, but He didn’t share His heart with all of them or give equal amount of time to them. It has been helpful to me to identify different levels of relationships as well as what different relationships and friendships bring to my life. Each one is a gift from the Lord to either strengthen me or to be strengthened and launched into their God-given purpose.

It's a helpful exercise to identify who are your three confidantes and close friends, your 12 friends, and your crowd of work and ministry colleagues and acquaintances.

We have looked at different levels of relationship in our lives and what they look like. We have seen that Jesus Himself had relationships that were close and also those that He ministered to but didn't necessarily share his heart with. So, let's look a little more in-depth at friendships in the context of ministry.

Many years ago, when we first started in the ministry, I was counseled not to make close friends within the church and among those I was called to lead. My only close friend was to be my husband. Well Greg is certainly my very best friend and confidante, but he was never meant to fulfill all my friendship needs (or me his).

I firmly believe that the Lord created us all to have good, healthy friendships with our same gender. Over the years I have been blessed with amazing friends. Some of my dearest friends are no longer on the same continent but with 20-plus years of relationship, including years of raising our children, serving in ministry, and doing life together, these friends remain treasures in my life and those with whom I share my heart. I have learned to give myself permission to have friends with whom I naturally connect regardless of "ministry" positions. I need these friendships to refresh my soul, and if you are in any form of leadership, so do you. Too many leaders burn out or get caught up in things that can destroy the very thing they are called to, because they have no one close enough to reach out to for help or just cover them in prayer on a regular basis.

These close friends are the ones who encourage me, pray for me, make me laugh, share my victories, undergird me in difficult times, and fulfill my God-given need for authentic friendship. Most of my close friends are those who have seen me beyond my role and pursued relationship with me, for which I am most thankful. Many will assume you are too busy and won't initiate connection. (We can be responsible for this perception, so we need to be careful what we communicate.) I encourage you to reach out to those where you sense a natural chemistry and pursue friendship with them.

Give yourself permission to build friendships within your own church, organization, or collaboration, even if you are leading it, as long as these are not seen to be exclusive. We all need safe places where we can "unstring" the proverbial bow, talk about our struggles, our pain, and just be ourselves without our leadership hat on. There are times when I need a perspective from someone mature and trustworthy, and other times, I just need to have a good laugh or even perhaps a cry. Pursuing genuine friendship is vital to our emotional well-being. We are to love each and every one the Lord brings to us, but we are not going to have a natural connection with all. This is normal and okay. John 15:12 tells us to love each other as Jesus loves us. He died for all, but He too had his closest friends with whom He shared His life.

Three hindrances to building authentic friendship

As we have looked at the profound value of having healthy relationships in our lives, there are also some mindsets and paradigms that can hinder us from experiencing good friendship.

1. Busy schedule.

Leaders by default spend much of their emotional energy caring for the needs of others and putting them first. By the time a number of fires have been put out, we have little time to just enjoy friendships that will refresh us. Not recognizing our need for this almost always results in loneliness and even isolation.

No matter how busy we are, we must recognize that we are wired for connection and we need to make space to have authentic friendships in our lives.

“Let him who cannot be alone beware of community. Let him who is not in community beware of being alone. Each by itself has profound pitfalls and perils. One who wants fellowship without solitude plunges into the void of words and feelings, and one who seeks solitude without fellowship perishes in the abyss of vanity, self-infatuation, and despair.” (Dietrich Bonhoeffer, Life Together, 78).

2. Past hurts.

Leader or not, no one is exempt from relational hurt. If we are going to give our hearts in relationship, we open ourselves up to being in hurt or offended somewhere along the way. Every relationship is a risk. I want to encourage you to always make a decision to risk again! Never fall into the “I’m never going to open up to anyone again” trap of the enemy. Offense only hurts the one choosing to hold on to it. So let it go!

3. Looking for the “one” best friend.

Over the years the Lord has blessed me with wonderful friendships. Each one adds richly to my life. I have friends who help me “keep it real” and with whom I can laugh with until we are crying. I have friends who always have an encouraging word and remind me what the Lord has said. They are the ones I call when I’m feeling discouraged. I have a dear friend who thinks practically and strategically. Many times, this friend has helped me see the bigger picture and identify what is helpful and what is not. Only looking for the one best friend will hinder us from the rich treasures of a number of good friends.

Conclusion

We conclude this chapter with a quote from C.S. Lewis:

To love at all is to be vulnerable. Love anything and your heart will be wrung and possibly broken. If you want to make sure of keeping it intact you must give it to no one, not even an animal. Wrap it carefully round with hobbies and little luxuries; avoid all entanglements. Lock it up safe in the casket or coffin of your selfishness. But in that casket, safe, dark, motionless, airless, it will change. It will not be broken; it will become unbreakable, impenetrable, irredeemable. To love is to be vulnerable.

— C.S. Lewis, The Four Loves

Reflection

1. List two or three people with whom you have a natural connection for friendship.
2. Looking at the hindrances mentioned, are there any that might be standing in the way of you enjoying meaningful friendships?

4 PRACTICAL CARE — MOVE, EAT, SLEEP

3 John 2 *“Beloved I pray that you may prosper in every way and that your body may keep well, even as I know your soul keeps well and prospers.”*

Staying Active

Our destinies in God have been set and He has good works planned for each of us to walk in. I believe we are meant to find great satisfaction as we walk in His ways. Just as we pursue spiritual and emotional wellness, it benefits us and those we lead when we pursue physical health. Having a lifestyle of physical fitness and health can only enhance our ability to walk in the path set before us.

As a child at school I was usually the last one picked for any sports team as athletics was not high on my skill set. As an adult, I became more aware of the health benefits of regular exercise and realized the value of finding different physical activities that would help me stay fit and that were also enjoyable ... I would encourage you to find something that works well for you personally and make it a regular part of your routine. I have enjoyed having a friend to walk with most days, but when that's not possible, it's a great time to pray and listen to worship music and connect with neighbors. Some of you might be in a season where this is not possible due to varying circumstances. When your season allows, please consider pursuing a form of exercise that will benefit you and that you can enjoy. Let's get moving and enjoy increased energy and good health — and keep the Lord's temple of the Holy Spirit, our bodies, fit.

Fueling Your Body

Taking care of ourselves should include a lifestyle of fueling our bodies well. As leaders in the church, much of our time is taken up meeting with people over meals and visiting in homes. So much meaningful connection with people takes place around a dinner table. There is something intimate and special about having people around your table. Jesus modeled the value of this as we see him sharing many meals throughout the gospels. He eats with Levi the tax collector, he goes to the house of Zacchaeus for a meal, he feeds the 5,000 and of course the all-important last supper with His disciples, to name a few.

Ministry and leadership will involve many meals as we connect with those we lead. Paying attention to healthy eating habits will protect your health.

Getting Rest

Psalms 127:2 *“It is useless for you to work so hard from early morning until late at night, anxiously working for food to eat; for God gives rest to his loved ones.”*

My two favorite times of the day are early morning when everything is still quiet and getting into bed after a long day. If I had my way, I could easily go to bed as early as eight o'clock. Of course, this never happens, as my husband and I are on very different sleep schedules. His favorite and most clear-thinking time is late at night, whereas mine is in the early hours of the morning. If we worked only according to this, neither of us would get much sleep. We both have to discipline ourselves most days to make sure we get adequate sleep that enables us to stay healthy and alert in what God has called us to do. The question is, “How much is enough?”

We are all unique and some need less sleep than others, but a lifestyle of sleep deprivation will eventually affect our health and ability to function at our best. Sadly, many leaders find they seldom get adequate rest due to overloaded schedules. Lack of good sleep should be an exception, not a lifestyle.

God gives rest to his loved ones. At the same time, there are a number of factors that can affect our sleep patterns negatively, such as hormonal changes, worry and mental stress, certain foods, our environment, etc. I personally went through a season of exhaustion because of broken sleep patterns. If this is your reality, you may want to speak to a doctor or someone who can help you with restored sleep. Because good, restorative sleep plays a vital role in keeping us emotionally stable, and this is key for us as leaders. We pay a high price when we mistreat those we lead and say things we regret due to exhaustion and irritability. For the sake of those we lead, it is important to pursue a lifestyle of adequate rest.

Reflection:

1. How can you prioritize your physical health in the area of fitness? What habits might work best for your season and lifestyle?
2. What has worked well for you in maintaining a level of healthy nutrition? What has been a struggle? Do some research or speak to people who can help you in this area if necessary.
3. Does your lifestyle allow for adequate sleep? Is there anything hindering your sleep patterns, and what can you do to change this?



5 CARING WELL — PRIORITIZING THE ESSENTIALS

Everybody Benefits When the Leader is Refreshed, and Everybody Suffers When the Leader Has Nothing More to Give

Even Jesus had boundaries when it came to ministering to people. Jesus would withdraw to lonely places to connect with His Father. In Mark 6:31 Jesus says, “Let’s go off by ourselves to a quiet place and rest awhile.” Many were coming and going, and they needed to eat and rest amidst much ministry. Jesus, being a wise leader, knew this. There is nothing noble about “burning out for Jesus.” Amidst our zeal to walk in all that He has for us, we need to find places of rest and refreshing. Just like a page has margin, so that the words don’t fall off the edge, our lives need margin too.

As a leader, whether it be in your family, church, organization, business, or collaborative partnership, you have multiple demands on your time and energy. People find safety and counsel, as they should, from you as leader, and we all need God’s wisdom and revelation to direct our “yes” and our “no.” I have found it helpful to figure out the ‘big rocks,’ and to place these on my calendar first. The value of my relationship with my Lord, my spouse, my children and grandchildren, close friends, and those I minister and collaborate with in team needs to be reflected on my calendar. Once I know these relationships will not be neglected due to busyness, I can add other things as the Lord leads.

If we are going to be effective leaders, our first responsibility is to lead ourselves and our own families well.

A building is only as strong as its foundation. Strong foundations are necessary to hold a structure in place and ensure the safety of the occupants when adverse weather such as storms or earthquakes arise. The taller the building, the deeper the foundation needs to be. The same principle of strong foundations applies to our lives and whatever we have been called to build. Marriage and family are the foundations from which we build our leadership.

Through this lens, we set healthy margin in our lives, so that we minister from a place of stability and strength, and not from a place of burnout because we didn’t attend to our own souls, hearts, and bodies, or take time to hear His voice. A key question to ask as a leader is, “In this situation, what are you requiring of me, Lord?” He will always be faithful to supply us with what we need to give. It’s in the secret place that many times the Lord will give me clarity as to what I need to do or not do. Peace comes when we respond to His voice.

John 10:27 *“My sheep listen to my voice; I know them, and they follow me.”*

Reflection:

Take a few minutes and ask the Lord what He has on His heart for you in your particular season.

Daniel from Uganda: Living Refreshed: Spiritual, Relational, and Practical Self Care.

Spiritual refreshment

We are refreshed or revived in our inner spirit through our relationship with God and our hearts are filled with peace, joy, inner strength, and daily renewal as we experience God's life and word in our daily living. This happens through my morning devotional prayer and during my daily meditations upon the Lord, through worship songs and the reading of His Word.

Relational refreshment (1 Peter 3:7)

My wife likes reading books based on Marriage and Family, she always shares about the new teachings she gets from these books which helps us together to have a wider view about the Family. We also get time to go for marriage retreats.

Practical self-care

There is a sense in which self-care is one of our most basic responsibilities before God and man. It is written in God's commandment "*Love your neighbor as you love yourself.*" This is a duty of care. It is very important, because we bear the Image of God, so we see care as essential to family and social relationships. This includes reading books such as leadership and children-based books, connecting and networking with my friends through pastor's meetings and watching inspirational teachings on DVDs.

Setting Boundaries and saying No!

If we cannot say no to things that damage, drain, or destroy us, we will be unable to rest, and we will suffer harm. Learning how to say no is an important skill if we are going to manage our reserves of spiritual vitality, emotional health, and physical rest. Many Christian workers find it very difficult to say no to needs and requests in front of them. As a result, they are exhausted or burned out, emotionally and physically spent. We need to become good at being led by the Lord when He calls us to rest, or our well-developed compassion and empathy for people will drive us to exhaustion. When Jesus saw crowds that were harassed and helpless, He called them sheep without a shepherd (Matthew 9:36). King David discovered what it is like when a sheep has a shepherd (Psalm 23). Our shepherd makes us lie down in green pastures and causes us to be led by quiet waters. He refreshes our souls and guides us along good paths. He removes our fears and comforts us. He prepares a feast for us in harsh environments, anointing us and causing us to overflow, and His goodness and loving-kindness follow us everywhere we are. Learning the skill of being led by this shepherd and being free to say no to others who have a different agenda is vital. Here are a few keys.

Learn Stewardship

We are called to be stewards of the resources God has given us. We believe Jesus will call us to give an account for this. Our time and our emotional and spiritual energies are part of what we steward. Developing our ability to steward these resources is very important, so we can use them to benefit the people around us and bring the most glory to God. Often believers serving other people wonder whether this is selfishness. Selfishness and stewardship are very different realities. Selfishness is about me; stewardship is about Jesus. If we can't say no to wrong, draining, or inappropriate offers that demand our time and spiritual or emotional resources, we will have fewer resources when Jesus asks us to accomplish something. Reserving our best resources for Him is not selfish, it's wise.

Learn to Listen to Jesus

Let Jesus be the One who commands your obedience and loyalty. To the woman who washed Jesus' feet with expensive perfume, the religious people said "this should not have been done, it should have been sold and distributed to the poor." Jesus said, "Leave her alone, It was intended that she should save this perfume for the day of my burial." John 12:7. Jesus modeled this for us saying He only did what His Father showed Him to do. Often there are too many religious voices around us telling us what should be done. Peace is found when we take time to listen to Jesus and then do what He commands. The provision God put in your life is for the vision He has for it. That's what pro (for)-vision means. Jesus has given you gifts, energies, skills, and time. Listen to His agenda for them.

Learn to disciple others

Many of us fear that if we say no to a need, even though we know it will drain us, we are hurting people or ourselves by that decision. In Luke 6:30, Jesus said to give to everyone who asks, but He did not give people what they asked. Sometimes He gave them an instruction, sometimes He asked them a question, sometimes He ignored them and sometimes He dismissed them. In Luke 5 it says, "Yet the news about him spread all the more, so that crowds of people came to hear him and to be healed of their sicknesses. But Jesus often withdrew to lonely places and prayed." Often the crowds came demanding of Jesus and often He withdrew to

replenish His reserves. This means He often said no to their demands and requests and urgent pleas for His presence. We need to do the same and thereby teach people to look to the Lord for help. We need to disciple others to the Lord Jesus and teach them to stop looking to us for all their needs. We might also need to train other people to do what we have been doing.

The book *"Boundaries"* by Dr. Henry Cloud and Dr. John Townsend is helpful in this regard.

This Hope

In Hebrews 6:13-20 we find a vital truth for our lives. God promised Abraham a great inheritance. Abraham asked the Lord how he could know for certain that God was going to do what He promised (Genesis 15:8). God did two things to ensure Abraham would have inner security while he waited patiently for everything to happen as God had said. God cut a covenant with Abraham, which is the most binding form of agreement on earth, and He swore an oath. Since there was no one and nothing greater than Himself to swear by, God swore by Himself. Now Abraham was armed with two unbreakable securities given by God to hold onto when times were hard, disappointing, or confusing. Abraham had these two realities as an anchor for His soul.

Anyone who believes in the Lord Jesus is part of Abraham's seed and an heir according to the promises made to Him (Galatians 3:29). This means that we too can have these securities as an anchor of hope for our souls. In Christ you have God Almighty as a covenant partner, and He has sworn an oath never to leave or forsake you. Say that to yourself out loud a few times to let it sink in. "I am in a covenant with God Almighty and He has sworn an unbreakable oath to never leave me."

That is why Hebrews says we have "this hope" as an anchor for our souls. He did not say we have a hope, but "this hope" as the anchor for our souls. As you serve our Lord Jesus on behalf of vulnerable children, in the ups and downs of this ministry, in the joys and disappointments, and in times of crisis, know that you have "this hope" as an anchor for your soul. "This hope" anchors you to Jesus our eternal King. Your ministry to children and orphans is the purest demonstration of religion (James 1:27) and will never fail to receive its reward.

Spiritual Practices

Developing a lifestyle in which we remain in vital union with Jesus is vital, if we aim to live with "this hope" ever inside our hearts and overflowing through our lives and service. We ought to make our time with Jesus a habit, every bit as necessary as eating. Jesus said we won't live by eating physical food alone but also by every word that comes from God's mouth (Matthew 4:4). So we disciple ourselves into various spiritual practices that help grow and sustain our relationship with Jesus. They will keep us from losing connection with the Head of the body (Colossians 2:19) and leaving our first love (Revelations 4:4), as was the case of the church in the scripture above, which, despite its hard work, perseverance, and the endurance of hardships was in danger of being removed. Practicing these spiritual connection moments, helps us remain closely connected to Jesus and mindful of His continuous Presence. Some examples and suggestions can be found here:

wworoadmap.org/resource/spiritual-practices

6 ON THE JOURNEY TO DISCERN THE FATHER'S CALL

Key messages from Pastor Greg Haswell, who serves on the Global Council for World Without Orphans Advisory Council, are included here as links, in the flash drives from the 2019 Global Forum for a World Without Orphans, held October 24–27, 2019, and are available for free on the WWO website.

These messages can be used for collaboration meetings, congregations, small groups, and individuals. They are helpful for national leaders, local leaders, and parents. Notes sheets for each of the messages are found in the links below.

Does God Speak Today?

God is a communicator. It is his nature. The goal of this course is to equip and encourage you in the adventure of hearing God. This series will give you Biblical teaching and practical tools for your spiritual journey. In this first session, we answer the question everyone is asking: “Does God speak today?” And offer some important guidelines as you pursue a lifestyle of communicating with God.

wworoadmap.org/resource/does-god-speak-today

Developing a Strong Spirit

Developing a strong spirit is vital for us as believers as we walk this journey of faith. A strong spirit hears from God. A strong spirit keeps us in joy and peace when the storms of life come against us. The Bible tells us that we can “grow strong” in spirit, which means we should know how. This session discusses the ways we can develop a strong spirit so that we can strengthen others.

wworoadmap.org/resource/developing-a-strong-spirit

Bible Meditation

The Bible is infallible, inerrant, and our supreme authority for faith and life. It is living and active and has the power to transform. God loves to speak to us through his word and encourages us to diligently seek him there. As we pursue Jesus in his word, he promises to guide us into all truth. This session offers some practical tools to help you hear God through scripture.

wworoadmap.org/resource/bible-meditation

Journaling

God speaks to us through scripture, through visions, and through dreams, as we’ve seen, but He also speaks to us in a gentle whisper. In this session, we discuss how God uses our thoughts and spirits to communicate this way and how to recognize His voice. Journaling is the best way to record what you hear when God speaks to you in a whisper. Here, you’ll learn some simple ways to put listening and journaling into practice.

wworoadmap.org/resource/journaling

More videos on Living Refreshed are available at:

wworoadmap.org/living-refreshed

7 MONITORING AND EVALUATION FOR LIVING REFRESHED

BEGIN WITH THE END IN MIND!!! Please ensure you plan from the very beginning, the data you will collect to monitor your collaboration's effectiveness and to guide future service and work. Here are globally recommended CORE measures recommended by WWO for your consideration. You are free to use those that are the best fit for your program.

Purpose: To measure WWO national team contributions to supporting spiritual, relational, and practical self-care, so that those called to help call and equip others in solving their own nation's orphaned and vulnerable children's problem, will themselves live as beloved sons and daughters of their heavenly Father. In so doing, they themselves will be protected from burn-out and also be better equipped and protected as they love and serve others.

Data sources: WWO National Facilitation Team, leaders of national organizations/networks, or leaders of local organizations/networks, as well as Global and Regional Teams

Operational definition: Use of standard survey questions to measure 1) closeness with God as a key indicator of spiritual self-care; 2) overall resilience as a measure of practical self-care. The WWO Global team developed key measures of relational self-care, based on the WWO Roadmap and expert opinion.

World Without Orphans Spiritual Self-care Questions

During the past 6 months, how often have you:

1. Experienced the presence and power of God in the ordinary?
never, sometimes, often, frequently, and always
2. Observed the presence and power of God in your closest relationships?
never, sometimes, often, frequently, and always
3. Consciously practiced discerning the presence and power of God (through Scripture, worship, prayer, mediation, journaling, or other ways)?
never, sometimes, often, frequently, and always
4. Felt God's grace and God's love for you as you are, apart from any accomplishments or good works?
never, sometimes, often, frequently, and always
5. Felt that events were unfolding according to God's intent?
never, sometimes, often, frequently, and always

Scoring: each question scored as 1-5, with 5 as high; Then total of each response is summed as a composite measure.

Source: "Closeness to God among those doing God's work" (Duke Divinity School)
wworoadmap.org/resource/wwo-monitoring-and-evaluation

World Without Orphans Relational Self-care Questions

1. Do you have a close mutual friendship (of the same gender) with at least one person that you can talk with regularly (at least once a month) in a way that is vulnerable, transparent, and real, about how you are doing?
Yes/ No
2. Do you have someone in your life who deliberately cares for your spiritual well-being, including someone who prays for you regularly?
Yes/No
3. Do you have someone you can pray with anytime you need to pray together with someone else?
Yes/No
4. Do you have at least 2 people you could call in the middle of the night if you needed help?
Yes/No
5. Can you name 2 people who refresh your soul by pouring into you?
Yes/No
6. Are there any obstacles that prevent you from taking the time to build meaningful friendships?
Yes/No (If yes, what you can do to make room for those who will build you personally).
7. Do you take time to fill yourself up, so you can meet the needs of those God has given you to care for?
Yes/no

Scoring: Assign a value of 1 for each 'yes' and then total the score.

World Without Orphans Practical Self-care Questions

Brief Resilience Scale (BRS)

Please respond to each item by marking <u>one box per row</u>		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
BRS 1	I tend to bounce back quickly after hard times	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
BRS 2	I have a hard time making it through stressful events.	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
BRS 3	It does not take me long to recover from a stressful event.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
BRS 4	It is hard for me to snap back when something bad happens.	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1
BRS 5	I usually come through difficult times with little trouble.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
BRS 6	I tend to take a long time to get over set-backs in my life.	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1

Scoring: Add the responses varying from 1-5 for all six items giving a range from 6-30. Divide the total sum by the total number of questions answered.

My score: _____ item average / 6

BRS Score Interpretation

1.00 - 2.99: Low resilience

3.00 - 4.30: Normal resilience

4.31 - 5.00: High resilience

Reference: Smith, B.W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P., & Bernard, J. (2008). The brief resilience scale: Assessing the ability to bounce back. *International journal of behavioural medicine*, 15, 194-200.

Method of computation – See ‘scoring’ instructions for each section above to compute separate scores for spiritual, practical, and relational self-care.

For information on WWO Monitoring and Evaluation for all four Roadmap Foundations, please visit:

wworoadmap.org/resource/wwo-monitoring-and-evaluation



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CONCLUSION OF THE WORLD WITHOUT ORPHANS ROADMAP

We are on a journey together to see an end to orphanhood and vulnerability in the nations of the world, and we believe this road map in your hands is a key guide as we continue this journey. Though you have come to the end of the written material, we know that your journey of putting it into practice has only begun.

Lord Jesus, we are in awe of You for adopting each of us to be your beloved sons and daughters, in whom you are well pleased. Together we thank you for Your call to your church and to Christ-followers in all nations, to serve and love and care for vulnerable children and their families, and to collaborate with many to achieve your purposes. Thank you for Your grace to and through us, that refreshes us in Your love, so we can serve them and each other.

We celebrate with overflowing joy, as we see with our eyes of faith, that You are transforming that river of vulnerability that we saw at the beginning of this Roadmap, into a river of **life** and **purpose** for children and families. David describes this well in the Psalms 36:7–8 when he says:

*How precious is Your steadfast love, O God!
The children of mankind feast on the abundance of your house;
You give them drink from the river of Your delights.*

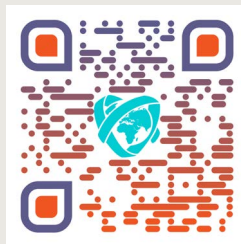
As we are serving You with the kind of courageous faith that Joshua and Caleb had, we recognize we may encounter giants on our journey. But we know we are not alone as we face them. We see that the Church is entering Your promised land of good life and good purpose, for children and families everywhere, and we are doing it together.

THE RIVER OF LIFE



Thank You, Lord, for the humble and dedicated faith leaders in every region of the world who are praying and trusting You for a nation without orphans and vulnerable children — a nation of children living in safe and loving families, and knowing their Heavenly Father’s love. May we continue this journey together, changing nations for generations.

All content in the WWO Roadmap is also available online with added resources and media at wworoadmap.org.



WORLD WITHOUT ORPHANS ROADMAP



2024 Global Forum Edition



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