



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, the Learning Community Approach

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

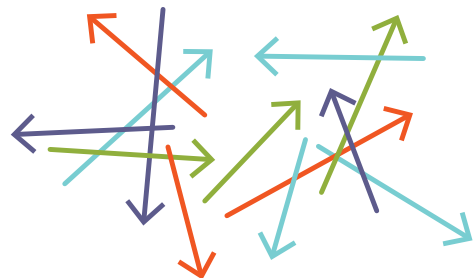
Collaboration, or the process of working together with others, is the foundation of World Without Orphan's mission. While often it is a single person or group that is called and will serve as a catalyst for change in their own country, WWO's belief and experience is that God gives a new vision for a 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.

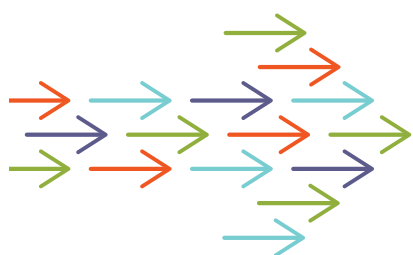
THE COLLABORATION

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**

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, we need God's gift of 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.

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?

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 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, “Intervening 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.

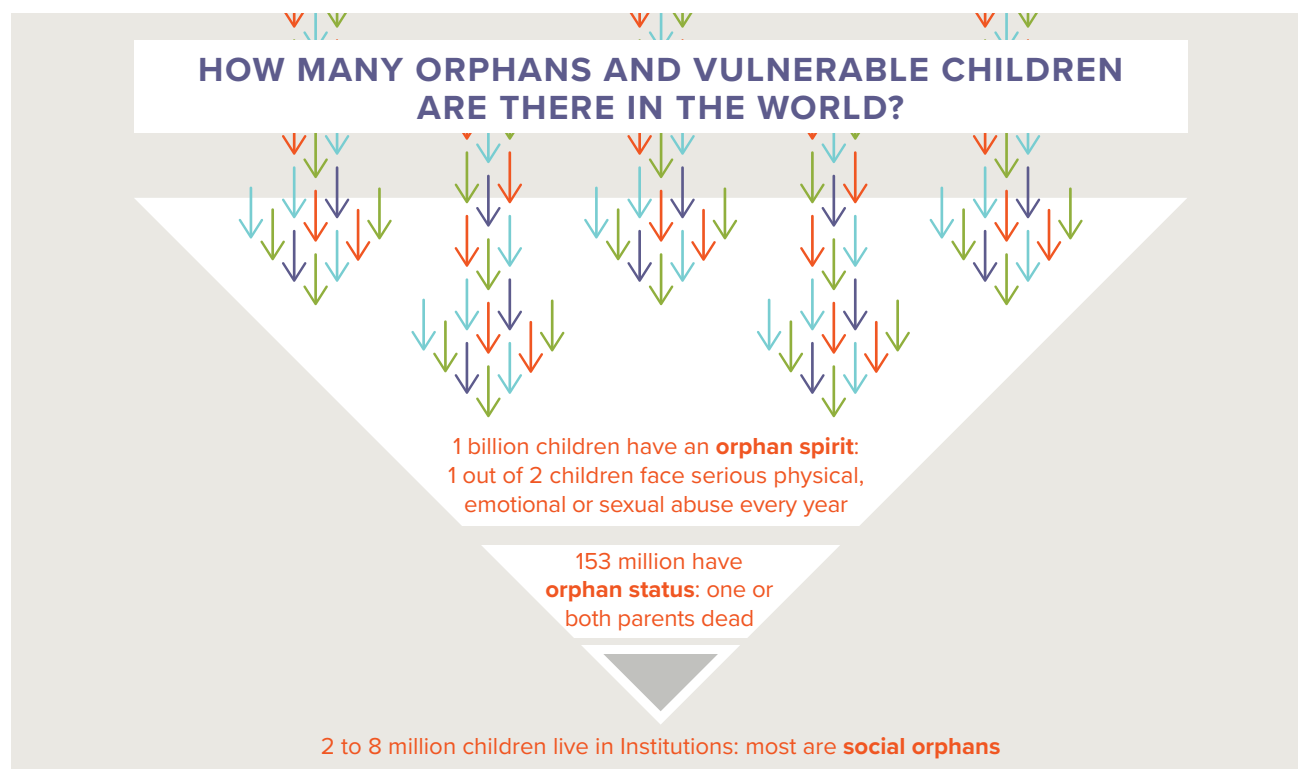
Section 3, “Preventing Orphanhood and Vulnerability by Addressing Violence Against Children and Poverty,” emphasizes the central role of the Church and faith leaders in stopping orphanhood and vulnerability before it happens — both for children living in families and for those living outside family care, 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 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, "Intervening 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, “Intervening 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 organization 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.