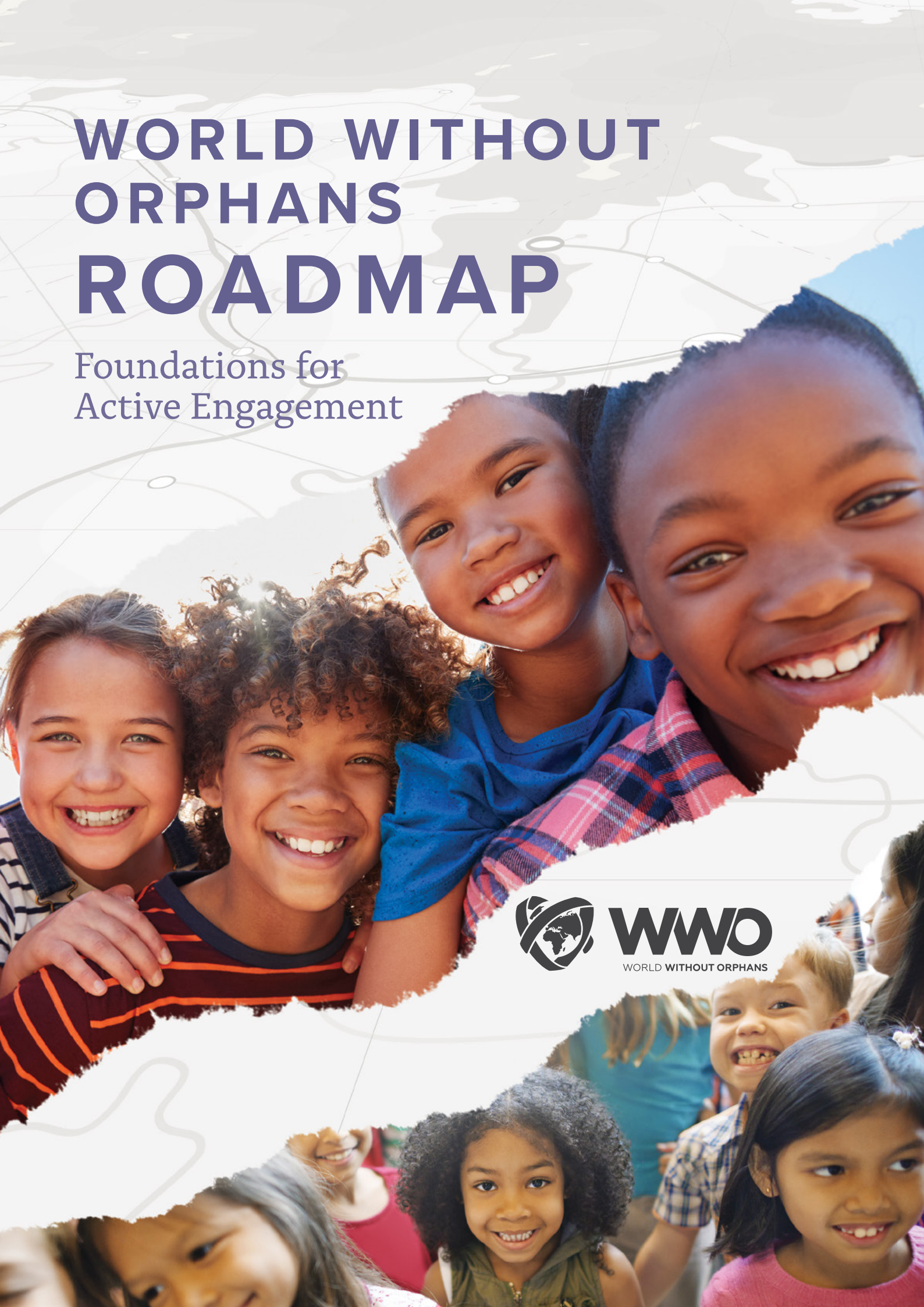


WORLD WITHOUT ORPHANS ROADMAP

Foundations for Active Engagement



WWO
WORLD WITHOUT ORPHANS



WORLD WITHOUT ORPHANS ROADMAP

Foundations for Active Engagement



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 (WVO) 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 WVO partners and especially to WVO 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 WVO Broadscale Collaboration section would be missing its very essence.
- **Intervening to Strengthen Family-Based Care.** The experiences of many international WVO 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 **WVO 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.

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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. 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

Capable, humble, and effective leaders need ongoing encouragement in living refreshed, by building spiritual, relational, and practical care into their own lives. Those servant leaders who are called as Christ-followers to contribute to this broad collaboration towards a World Without Orphans are themselves often running on empty — spiritually, relationally, and/or practically — overwhelmed by the demands of their own lives, their families, and their ministries. As Robby De Luzuriaga, who serves with Philippines Without Orphans and as a WWO global ambassador says, *“We had to first meet the needs of the leaders before they could have any bandwidth to contribute their own energies towards collaborating for orphans and vulnerable children.”* Often, our first need as leaders is the same as that of the disciples — to experience the hope of Jesus saying, *“I will not leave YOU as orphans; I will come to you!”* (John 14:18). As we engage in the process of living refreshed by our relationship with the Lord, we are empowered to continue the journey together. The combination of spiritual, relational, and practical self-care contributes to our own spiritual formation, which is best defined in the words of M. Robert Mulholland Jr., in *Invitation to a Journey: A Roadmap for Spiritual Formation*: “Spiritual formation is a process of being formed in the image of Christ for the sake of others.”

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 thanks Alongsiders, Back2Back Ministries, Faith to Action Initiative, Home for Good, Hope at Home, HOPE International, LAMb International, Northlands Church, Orphan Sunday, and the World Health Organization for sharing exceptional resources.



All content in the *WVO 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. Conclusion

THE OVERVIEW

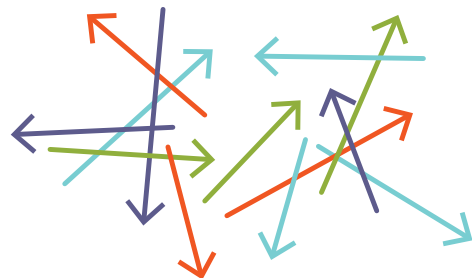
Collaboration, or the process of working together with others, is the foundation of World Without Orphan's mission. While often it is a single person or group that is called and will serve as a catalyst for change in their own country, WWO's belief and experience is that God gives a new vision for a broad collaborative approach to addressing the orphan 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 orphans 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 orphans 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 purpose.
- **Our mission** is to call and equip national leaders to collaborate in solving their country’s orphan and vulnerable child crisis.
- **Our cornerstones** for accomplishing the mission and vision are God, the child, the family, the Church, and the movement.

Because **GOD** has adopted us and is Father to the fatherless, He is at the center of this World Without Orphans movement. At the focus is the **CHILD**, whom we believe has inherent value and the right to reach his or her God-given purpose. This cannot be accomplished without the development of the **FAMILY**, the best environment for a child to develop 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 broad collaboration across key spheres (such as government, education, the arts/entertainment, business, family, religion, and media) will lead to transformation in 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 is and always has been vital to the success of a World Without Orphans national movement and is, therefore, a key element of the *WVO 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.

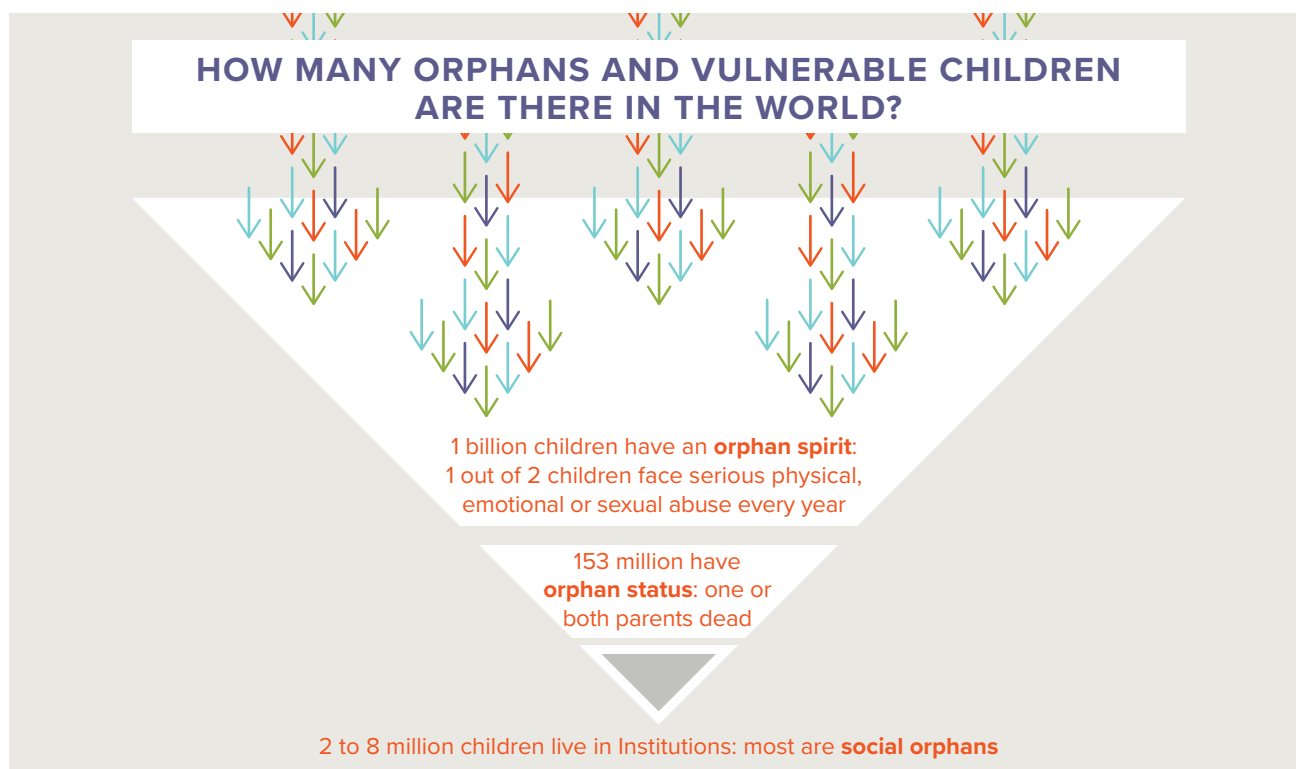
Section 3, “Preventing Orphanhood and Vulnerability by Addressing Violence Against Children and Poverty,” emphasizes the central role of the Church and faith leaders in stopping orphanhood and vulnerability before it happens — both for children living in families and for those living outside family care,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

Robby 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.” — Robby, Philippines

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.

Robby emphasizes that learning from WWO has been critical, saying, *“The idea of broad-scale collaboration has been very key to PWO’s 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:

wworoadmap.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.



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 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 *WVO Roadmap* is also available online with added resources and media at wworoadmap.org

Section 2



INTERVENING

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
Resources
2. Core Training for Pastors and Faith Leaders
Trauma-Competent Care Training
Risk to Resiliency: Working with Families in Crisis
3. 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

THE OVERVIEW

The focus of this section is on promoting 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
- Two essential core trainings for national leaders to use to equip the local church to care for children who are at risk of or have been separated from their families
- Resources for church-based “Without Orphans” initiatives to reach children, families, and congregations

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.”

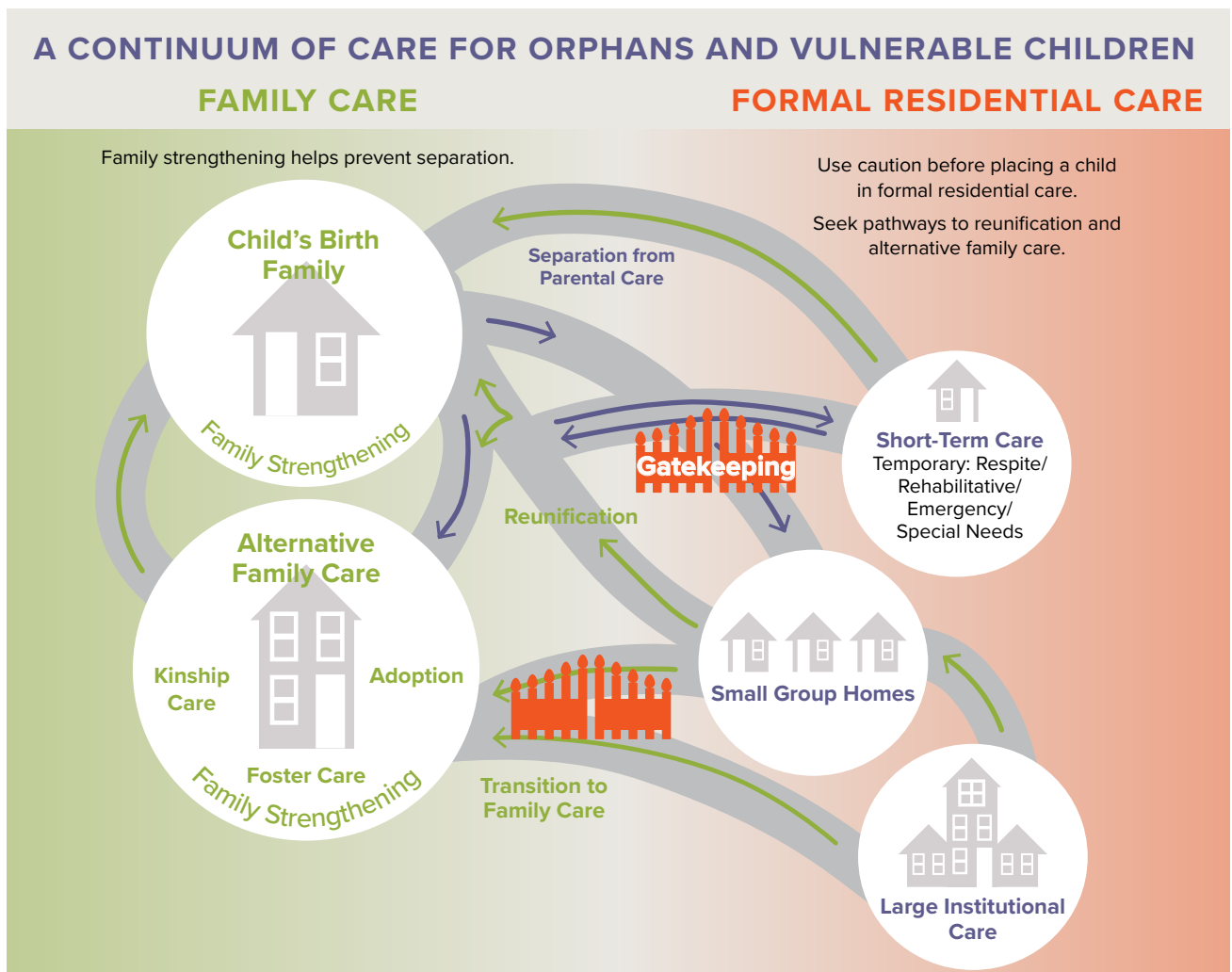
— Anja, Paraguay

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 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 they have 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.

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 30 Days 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 poverty or other 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, full-time 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 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 staffperson 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 some cases, permanent. Foster care may be used temporarily for a child who has been removed from a dangerous situation while alternative 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 can serve as a permanent family placement.

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.

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.

These materials are included here as links, are 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 Roadmap website. The trainings can be used for collaboration meetings, small groups, and individuals. They are helpful for national leaders, local leaders, 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: Two-Hour Awareness Module and Guide for Trainers
wworoadmap.org/resource/becoming-trauma-informed

Introduction to Trauma Competent Caregiving (4 Hours) — Back2Back Ministries’ Introduction to Trauma Competent Caregiving allows caring adults to gain a foundational understanding of why kids from “hard places” experience the behavioral and emotional challenges they do. This comprehensive overview is great for anyone who wants to become a safe person in the life of a child — including foster and adoptive parents, pastors, teachers, and other helping professionals. Research-based and focused on the practical application of trusted skills, learners will grow in their empathy for children, discover what trauma does to developing brains and bodies, and find tools to make an immediate difference in their lives.
wworoadmap.org/resource/introduction-to-trauma-competent-caregiving

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 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 within child welfare of the country where child protective services workers (social workers) operate within national laws and guidelines. 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 that follow build the capacity of pastors and faith leaders to understand their roles in helping strengthen families 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.

3 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:

1. Discipleship materials for ages 10–17
2. 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
3. One sample Sunday school lesson on God’s heart for adoption

1. 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

2. Why Families Matter Resources for Children

Both English and Spanish (*Porque Las Familias Importan para niños y niñas*) versions are available at:

wworoadmap.org/resource/why-families-matter

3. 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

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*

wworoadmap.org/resource/why-families-matter

Sermon Outline: Adopted — Romans 8, by Krish Kandiah

wworoadmap.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.

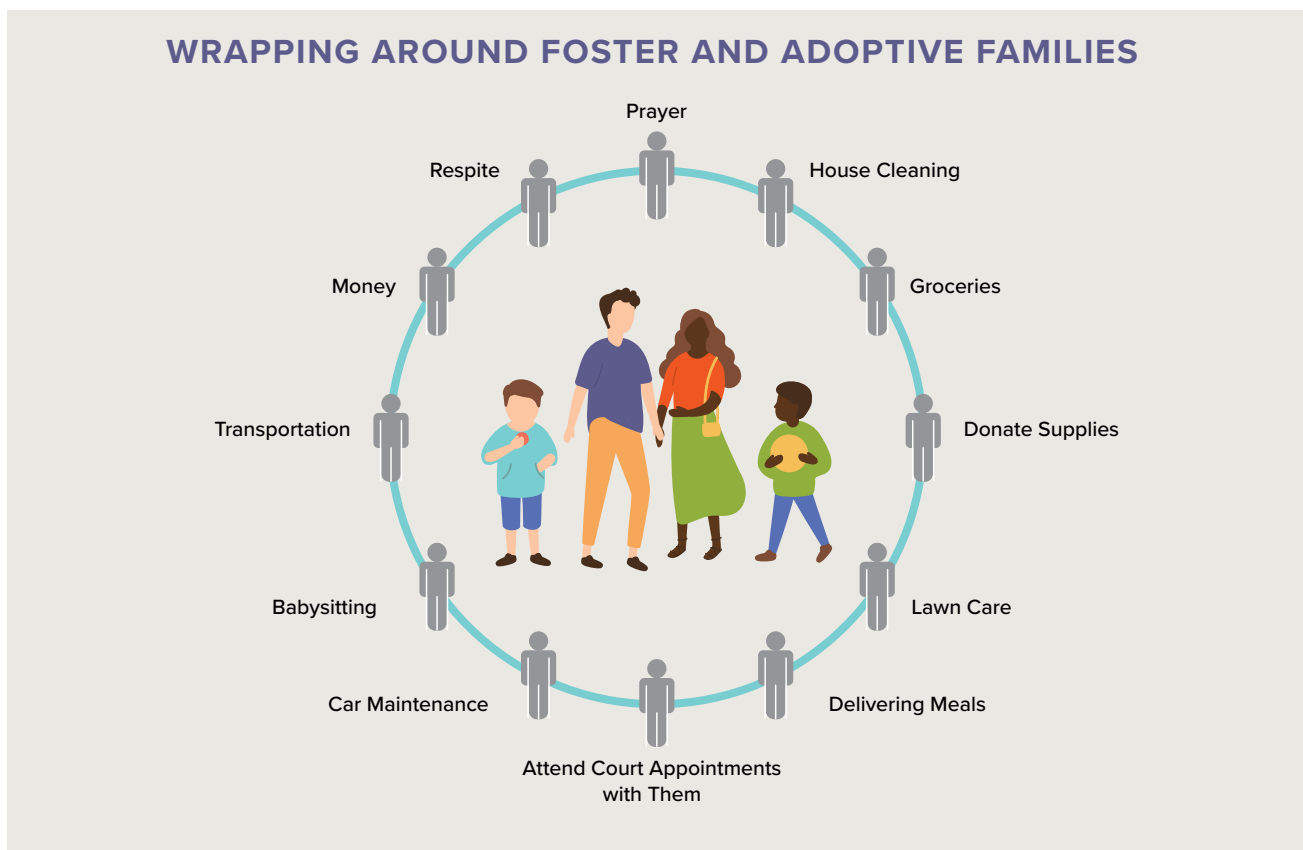
Opportunities for Service for the Local Church

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.

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”

wworoadmap.org/resource/from-adoptive-parents-for-adoptive-parents

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

wworoadmap.org/resource/ready-or-not-30-day-discovery





All content in the *WVO 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
3. Cross-Cutting Activities
 - Multisectoral Actions and Coordination
 - Monitoring and Evaluation
4. Resources for the Church
 - Resources that Reach Children
 - Resources that Reach Families
 - Resources that Reach Congregations
 - Resources that Reach Communities
5. 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: 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
wworoadmap.org/resource/inspire

WHO, UNICEF, the CDC, the World Bank, and the UNODC estimates 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 not from national survey data. Child abuse rates are also 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. 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 by participants at the 2019 Global Forum for a World Without Orphans. The selection of recommended programs or resources for churches was made by including programs that have been evaluated using experimental research methods, in countries around the world, shown to work, and 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.

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 as far as possible chosen 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.

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.

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**
www.roadmap.org/resource/safe-sanctuaries-policy
- **Creating Safe Environments for Children — VIVA**
www.roadmap.org/resource/safe-environments

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.

wworoadmap.org/resource/sasa-faith

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 this resource:

UNICEF Guide to Keeping Children Safe Online

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

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 program 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

- **Families Matter Program**

Another core program that builds communication skills of parents and children that protect pre-teens and teens from sexual violence is called the Families Matter Program. It has been used in 10 countries and 800,000 families. It can be implemented using seven small group parenting sessions delivered in three-hour sessions, in churches. Information about Families Matter can be found here:

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

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 Behavioral Therapy (pp. 218-219) in INSPIRE Handbook: Action for Implementing the Seven Strategies** wworoadmap.org/resource/response-and-support-framework

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

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...*”

3 CROSS-CUTTING ACTIVITIES

Multisectoral Actions and Coordination

Successful delivery of 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.

Monitoring and Evaluation

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 INSPIRE can be found here:

wworoadmap.org/resource/inspire-indicators

4 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 Guide to Keeping Children Safe Online**
www.roadmap.org/resource/online-safety-unesf-guide

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
- **Families Matter Program**
www.roadmap.org/resource/families-matter-program

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**
www.roadmap.org/resource/safe-sanctuaries-policy
- **Creating Safe Environments for Children — VIVA Network**
www.roadmap.org/resource/safe-environments

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.
www.roadmap.org/resource/sasa-faith
- **Coaching Boys into Men Life Skills Program**, for use in schools, sports, Sunday schools, or choir groups
www.roadmap.org/resource/coaching-boys-into-men

5 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 *WVO 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

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, ‘Prophesy 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.

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 care 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.

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



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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.



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WORLD WITHOUT ORPHANS
ROADMAP



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