



Common Ground 2016

See Section 18 for procedure to review and change this document.

July 2016

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PART A - WHO WE ARE

INTRODUCTION

This document entitled “Common Ground 2016” outlines World Outreach International’s (WOI) Mission, Vision, Goal, Values, Distinctives, Missiology, Philosophy of Operation and Organisation, Key Strategies, and Personnel Categories. For new applicants it outlines broad criteria for joining WOI as well as principles for relating to Sending Churches. It is supplemented by the “**Operations Manual**” which details **Policies and Procedures** to be followed by WOI personnel.

1. Our Organisation

World Outreach International is an international, faith based mission organization with a range of strategic ministries to least reached peoples.

The organization consists of diverse ministries, teams, and partner sodalities united by our common mission vision and a strong set of distinctives, values and missiology. We seek to be a visionary organisation working in step with the Holy Spirit where ministry leaders are expecting significant breakthroughs and growth.

2. Our Mission

World Outreach International exists to impact least reached people groups with the Good News of Jesus Christ.

3. Our Goal

To engage with 55 additional least reached people groups between 2015 and 2020.

4. Our Key Ministry Strategies

Our mission and goals are accomplished through establishing partnerships with the Body of Christ world-wide in order to engage in transformational discipleship among least reached peoples. In any particular situation different ministry approaches are used depending on the specific need. Our key ministry strategies are:

(R) Raising Leaders

We train and equip pastors, leaders, youth and children’s workers to become more effective.

(E) Evangelism and Church Planting

We evangelise and disciple people from least reached people groups to become dedicated followers of Jesus Christ.

(A) All Nations Mobilisation

We mobilize, train, equip and release cross-cultural missionaries worldwide to help accomplish the goal of the “whole church to the whole world”.

(C) Children’s Ministry

We evangelise, disciple, and provide loving care for children who make up about 50% of the population in many least reached nations.

(H) Humanitarian Aid

We combine practical care ministries and gospel witness for the transformation of the whole person/community. We seek to respond to humanitarian disaster situations where possible.

5. Our Vision

Our vision is to be a significant force in world mission, contributing effectively and strategically to the goals of world evangelization and transformation of people groups. We will accomplish this through being:

Contemporary

A relevant, Biblical, international mission organisation committed to recruiting and releasing dedicated, faith-filled workers who utilise sound contemporary missiological practices.

Visionary

A visionary organisation working in step with the Holy Spirit's direction; and experiencing continual growth of personnel, prayer support, and finance.

Strategic

A unified, reputable, effective organisation that adopts strategies which are relevant for specific needs which will facilitate transformation of people groups.

Supportive

A supportive network of leaders, providing sound guidance, accountability, and pastoral care.

Renewing

An organisation where successive generations are released into both current and new ministry initiatives and leadership roles.

Multicultural

An organisation which is multicultural at all levels of ministry involvement and leadership.

6. Our Distinctives – these characterise our organisation

Least Reached Peoples (LRP) Focus

We focus on peoples within the main cultural and religious blocs which lack indigenous communities of believers able to effectively evangelize their own people group.

Practical and Spiritual Ministries

Practical care, evangelism, and church planting ministries combine for transformation of communities and people groups.

Training

We train and equip pastors, leaders and children's workers amongst the least reached. Our personnel receive training and coaching particularly for cross-cultural mission and are expected to adopt a life-long learning approach to their ministry.

Field-driven Initiatives

Vision, ministry initiatives, and strategies come primarily from the field in response to the specific needs of Least Reached Peoples.

Multicultural

We have personnel from many ethnic backgrounds and ages at all levels of ministry involvement and leadership.

Global Partnerships

Partnerships are initiated with local churches, other ministries and mission agencies to accomplish strategic outcomes.

7. Our Values

INTRODUCTION

We are a values driven organisation placing high importance in personnel functioning with these distinctive core values as guiding principles. The values of WOI are used as an ongoing guide to assist personnel and partnership selection, and for leaders to give help, direction and, where necessary, correction, in terms of decisions and ministry operation. All personnel are expected to be familiar with and function with these values in their field ministry or management roles.

1. Faith and Initiative

We believe that God has called us to serve Him responsibly with faith, vision and initiative. We therefore value the specific callings and ministry vision that He has given to our personnel. Len Jones, our Founder, proved that great things could be accomplished through faith and prayer.

2. Teamwork and Relationships

We recognize that Christian ministry is always accomplished in relationship with others and spiritual gifts are given to different members of the Body. We therefore value every effort to work together harmoniously and to maintain the unity of the Holy Spirit. We also value team ministry and working partnerships with other mission agencies and various expressions of Christ's Body for God-honouring outcomes.

3. The Body of Christ

Jesus Christ is building His church from people out of every nation, tribe, people and language. We therefore value the Body of Christ and seek to do all that we can to encourage, strengthen, equip and challenge believers from every nation to fulfil Christ's Great Commission. We seek to intentionally foster transformational church planting movements among least reached peoples.

4. Leadership and Accountability

We believe that God has made Jesus Christ the Head of all. He has also placed leaders in WOI to model His lifestyle as servant leaders, and also provide support, advice, appropriate direction, supervision and point of accountability to the ministry. We therefore value those whom God has called to leadership in our teams, fields, regions and international oversight.

5. Flexibility and Innovation

We recognise that Biblical principles are inviolate but in an ever-changing world ministry methods must change in order to meet felt needs and cultural distinctives. We therefore value willingness to change methods and practices when necessary to accomplish God's vision and purpose.

6. Integrity and Stewardship

We are deeply conscious that all we have and are has been given to us by God and that one day we will give an account to Him of the way that we have managed this trust. We therefore value the personnel and resources that He has entrusted to us. We believe that Jesus has called us to serve Him with honesty and sincerity always seeking to bring honour and glory to His Name. We therefore value an exemplary lifestyle and every effort to maintain integrity in word and deed.

7. Spirituality and Character Development

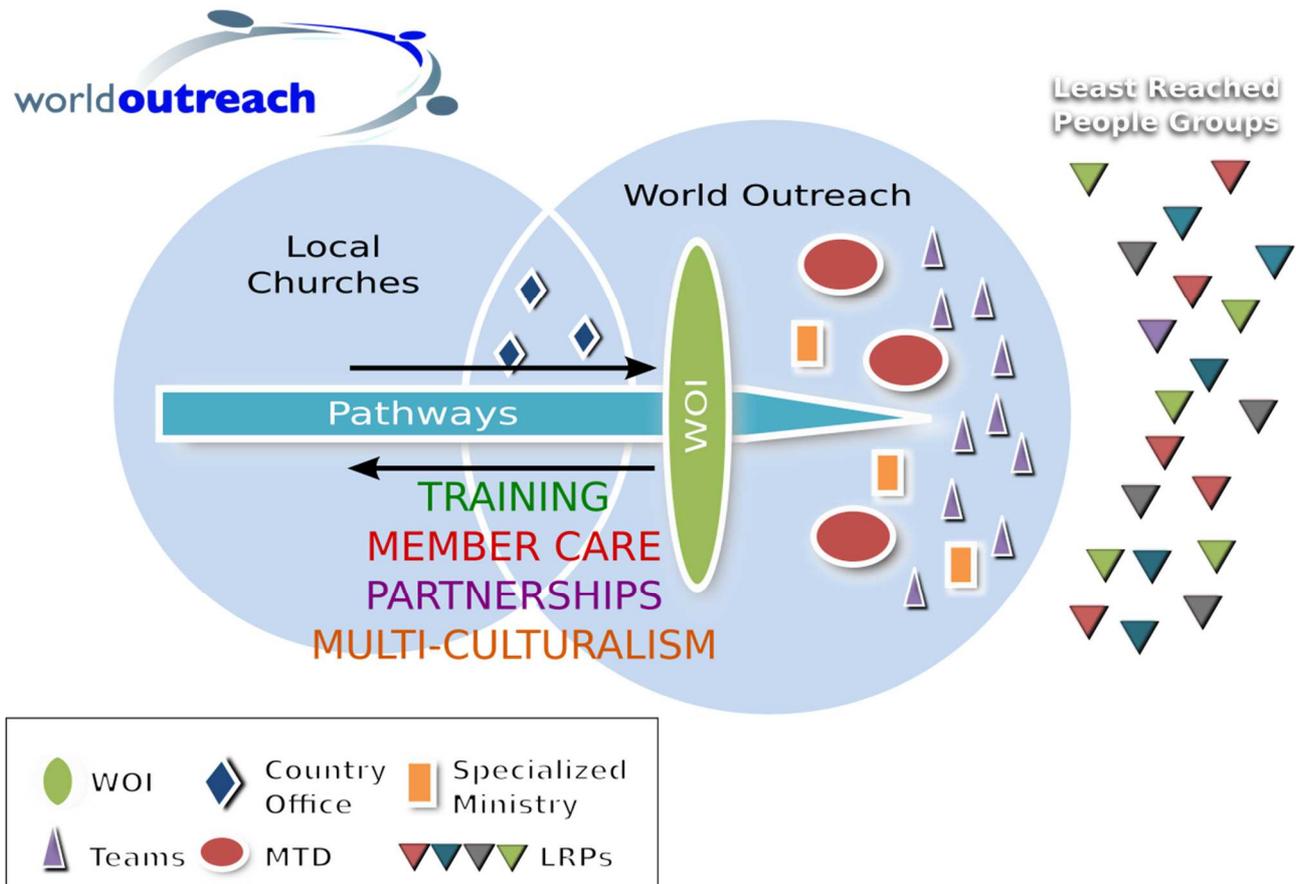
We believe it is crucial that every believer maintains a vibrant personal relationship with Jesus Christ and diligently seeks to become more Christ-like in character. We value the importance of daily prayer, fasting, studying the Word of God, regular worship and use of a variety of tools and methods to better understand ourselves and others we minister with. We also highly value the gifts of the Holy Spirit functioning in our lives and ministries and expect God to work miraculously on our behalf as we continually seek the anointing of the Holy Spirit.

PART B – HOW WE OPERATE

8. Our Overall Function – the “Big Picture”

PREAMBLE

World Outreach 2010 redefined and clarified our vision and purpose with the desire of keeping in step with the Holy Spirit in fulfilling Christ’s Great Commission and providing a relevant mission in today’s world for today’s generation. The diagram below provides an overview of the key elements of WO2010. The text following is a brief summary of terms and definitions.



World Outreach International (WOI) – its Mission

Our mission statement is: “To impact least reached people groups with the Good News of Jesus Christ”.

LRPs (Least Reached Peoples) and Affinity Blocs

LRPs represent those people groups of the world that do not have viable access to the Gospel of Christ. The “reaching” of people groups is at the heart and soul of the Great Commission and defines the essential ministry of mission agencies! The LRPs are frequently part of culturally and/or linguistically similar groupings of LRPs. These are known as Affinity Blocs or People Clusters. Mission strategies can sometimes successfully target more than one LRP in an Affinity Bloc, e.g. Radio ministry to the Arabic world.

Field Ministries

A. Church Planting Teams (CPT)

Mission Partners and their teams who are ministering directly in evangelism and church planting.

B. Specialized Ministries

Specialized ministries are those outside the Church Planting team definition but are considered to be viable mission ministries adding value to WOI’s mission’s vision and purpose. Such ministries will

always have a place in WOI. Examples: Leadership Training and Children's ministries serving and strengthening the church in least or under-reached people groups.

WOI and the Body of Christ

WOI sees itself both **reaching forward** to engaging LRPs with the Gospel of Christ and also **reaching back** to meaningfully engage with Christians, local churches (modalities) and the Christian business community to resource the Great Commission with prayer, personnel, finance and logistic support. In addition, WOI seeks to add value to modalities through discipling and training programs which will reinforce their strategic effectiveness and involvement in impacting nations.

WOI seeks to provide clearly defined and easy to follow pathways for participation by the Body of Christ in the ministry of World Outreach.

WOI develops "partnerships" with other field ministries or different organisations to reach LRPs.

Country Offices and Mobilising, Training, Deployment (MTD) centres

WOI Country Offices and MTD centres connect mission resources, such as personnel, finance and logistic support with WOI and vice-versa. Country Offices and MTD's present the World Outreach pathways and opportunities to Christians, local churches (modalities), businesses and other mission resources to become meaningfully involved in world mission through WOI.

Training

WOI has adopted the Integral Ministry Training (IMT) approach, produced by WEA (World Evangelical Alliance). The IMT approach seeks to provide a holistic training program that addresses the heart (character), the head (knowledge) and the hands (skills). This program uses important training situations such as formal (classroom), non-formal (internships) and informal (community/team). IMT embraces a philosophy of life-time learning and through connections established between WOI and local churches, this program can begin in the local church and extend onto the field and throughout a missionary's career.

WOI utilises and develops in-house training programs as much as possible and outsources others to ensure the best training possible.

World Outreach International

The mission as a whole is called **World Outreach International** but commonly known in-house as "WO". It consists of all ministries, structures and personnel associated with the mission.

The international leadership personnel and associated service departments, commonly known in-house as "WOI", provides the leadership, management, services, administrative structures, and oversight accountability for all activities done in the name of WOI. "WOI" is primarily responsible to safeguard and implement the mission, vision, values and operating procedures. WOI provides for the cohesion and co-operation of all our ministries.

Church Planting Teams (CPT's)

CPTs are responsible for planting reproducing churches among a targeted LRP.

CPTs exercise leadership on the field as they keep within the WOI boundaries of mission, vision, values, policies and operating procedures.

9. Our Philosophy of Operation, Leadership and Decision Making

The following analogies help to understand the functioning of WOI as a mission agency which has a diverse set of mission ministries under its umbrella. Like all analogies, they are not complete in themselves but illustrate principles.

9.1 Fleet of Ships

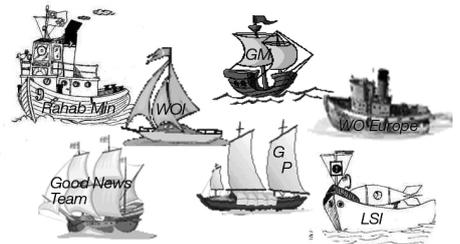
The World Outreach "Fellowship of Ministries" is like a fleet of ships focused on a common destination. Our common destination is impacting the Least Reached Peoples (LRPs).

In contrast to a single large ocean liner, each ship in the fleet has its own size and function. There are battleships, transport ships, goods ships, tugs, tankers, fire-fighting ships, etc. The different ships represent individuals, teams, ministries, sodalities, country offices and mobilising, training and deployment centres.

Each ship has a captain with varying degrees of autonomy which is moderated by the needs of other ships in the fleet and the overall purpose of the fleet. We have a philosophy of mutual accountability applied at all levels of our organisation. Different ministries have varying degrees of autonomy depending upon their experience and maturity. WOI has a philosophy of leadership which seeks to serve and value all personnel in order to help them achieve their full potential. Calling, competence (gifting) and character determines leadership appointment.

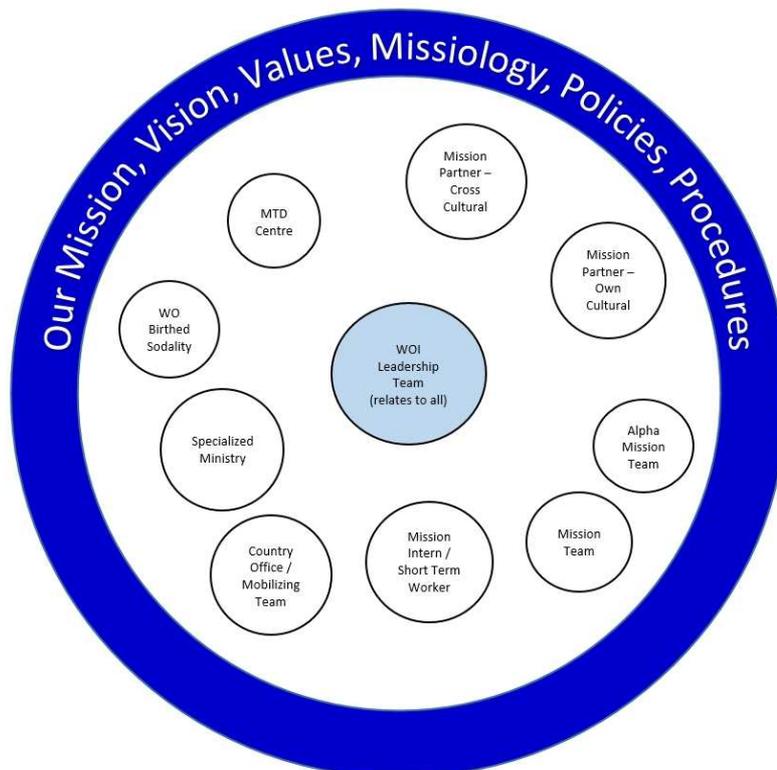
Individual ships have certain freedom to move around within the fleet. WOI has front-line ministries, specialised ministries (e.g. children's ministries), training ministries, member care ministries, mobilising ministries, support functions, etc. Each of these ministries have some freedom to reposition as long as they stay within the non-negotiable mission, vision, values, and missiology of

The flagship ensures that the fleet stays on course. World Outreach "International" (WOI) is like the flagship which serves, monitors and provides special services e.g. member care, publicity, training, and leadership to all ships in the fleet to ensure that they keep on course to impact the LRPs. WOI also exists to implement and uphold the principles of Common Ground, and our agreed procedures.



Ships which belong to the fleet recognise the mutual advantages afforded by sailing together as part of a convoy. WO personnel similarly understand that membership involves responsibility to the organisation as well as privilege and benefit from the organisation.

9.2 Expanding Boundary Circle Diagram World Outreach as an organisation can also be represented like this:



***MTD** = Mobilising, Training, Deployment centre.

The outside boundary represents the criteria of mission, vision, values, philosophy, missiology, policies and procedures of WO. These determine who and what ministry is in the organisation. The outside boundary is flexible in the sense that it can expand easily to incorporate maximum growth.

The small circles represent the diverse teams, ministries, and sodalities, within the wider WO family who all subscribe to the agreed mission, vision, values, philosophy, missiology, and policies and procedures of WO. They have been formally accepted into WO on that basis.

The diagram illustrates the organic nature of relationships, communication and co-operation within WO which facilitate WO being an integrated sodality. Relationships between the different entities/ministries are described more fully in the Operations Manual and, where necessary, by a specific Memorandum of Understanding. Communication is a vital key to working well together and in a loosely structured organisation. Therefore commitment to regular communication with the key parties in WOI and other related ministries is essential.

In this representation, "World Outreach International", which is the leadership and services group of WO is drawn as one entity within the circle to indicate it is not the hub or co-ordinator of ALL ministry activities. However, it does serve a vital function for WO as a whole, including being a key promotions centre, training provider, member-care and accountability provider, and upholds Common Ground.

9.3 Computer Analogy

Individual WO ministries will have different approaches and types of ministries to meeting the goal of impacting LRPs but will all function on the same platform of the common boundary criteria above and missiological principles. This equates to different software programs all running on the same operating system, e.g. Windows. The operating system creates the environment for successful, harmonious performance and communication between the programs. The individual programs do need to comply with a set of "programming rules" in order to run properly on the operating system. Our principles, policies and procedures in Common Ground and our Operations Manual are all necessary to provide and maintain an environment for organisational harmony and effective results.

9.4 Bottom Up Organisational Chart – illustrates principles only, not detail, of job titles or exact numbers.



1

Unlike the normal top down hierarchical organisation structure, this diagram describes the fact that the prime responsibility for meeting the needs of the LRPs – which is the reason for our existence – lies with the Field Ministries. The needs of the LRPs determine the ministry strategies, appropriate personnel, necessary training and pathways into missions, and even issues like the appropriateness of having short-term teams. WOI undergirds and supports approved field initiatives as well as providing leadership and accountability.

9.5 Leadership Style

The servant leadership style we choose to adopt is to serve the needs of the LRPs by best serving the needs of our personnel in the field – which will include guiding them into better practice, to help them successfully impact LRPs **long-term**. It will also include holding people accountable for implementing agreed plans of action. Balancing that is the importance of taking care of the personal needs of our team members and their families, recognising that over-emphasis on the task can seriously impact relationships and emotional health.

9.6 Decision Making

WO personnel value interdependence and relationship; therefore decisions are taken in consultation with others – particularly WOI leaders, but also similar ministries who can contribute to sound and proven practices.

9.7 Roles of Vision Team/ International Leadership Team/ Executive Team/ and International Board

These are described in Sections 11 and 12.

10. Our Missiology

INTRODUCTION

The principles detailed below are a framework on which our mission strategies and priorities are based.

1. God initiates and advances work in human history to accomplish His purpose.

God is the source of mission. Because of His abiding desire and love, God acts with intelligence, emotion and will, moving throughout history toward the fulfilment of His purposes. The Latin phrase *missio Dei* - the mission of God - has been used to describe God at work in history to accomplish what He has purposed. The essence and fundamental principles of mission are laid out by God through the Abrahamic covenant which establishes mission as God's unchanging purpose throughout all of human history. Ultimately mission is not a response to human need but a pursuit of divine purpose.

2. God's Purpose is to bless all peoples so that Christ will be served and glorified among all peoples.

God intends to bless people from every people group on earth. God's blessing brings transformation in every dimension of human life: physical, social and spiritual. As communities of people come to obey and glorify Christ, their communities experience lasting transformation. Conversely, as communities come to experience the blessing and salvation of God in Christ, God is glorified. The blessing and salvation God gives people is obviously of infinite worth. And yet the ultimate reason for blessing and salvation is for the glory and delight of God.

3. God's Plan is to call His people to join Him in fulfilling His purpose.

God authorises and invites His people to join Him in mission. Making His people co-labourers is His plan to achieve His dual purpose of gathering people from all nations into His Kingdom and preparing His people for their role as joint-heirs, to rule and reign with Christ, in the ages to come.

By responding to this plan of co-labouring with Him, God's people:

- A. Come to an understanding of His complete Lordship in their lives and walk a pathway to Christ-likeness (i.e. dying to self).
- B. Achieve unity within the diverse cultural and organizational make-up of His people and establish a whole body mentality - thus ushering in the emergence of the beautiful bride of Christ.

The ultimate mission outcome of God is greater than the actual mission task He has given His people to complete. God also uses the task of World Evangelisation as a means to disciple His Body into maturity. The task will require commitment and sacrifice and involvement by the whole church to reach the whole world. With God, His people also pursue their promised destiny instead of merely labouring to perform duty. God works with His people in a personal and relational way so that there is intimacy and dignity in the mission task and the needed authority and power to carry out His purpose.

4. God accomplishes His purpose by triumphing over evil in order to rescue and bless people and to establish His kingdom rule throughout the earth.

God has judged and fought against evil throughout history. He will ultimately triumph over evil. The greatest stroke of judgment against evil resulting in salvation for people was accomplished in the death and resurrection of Jesus Christ. As groups of people come to glorify and obey the risen Christ, they find that His kingdom governance brings genuine transformation and substantial measures of God's intended justice to their communities. It is this triumph over evil and the transformation of communities by Christ's effective Lordship that constitutes the blessing of the nations.

5. The mission task can and will be completed.

This idea is sometimes described with the single word "closure", referring to God's intention that the missionary task be done with a view to finishing it. The task will not however be completed until the whole Body of Christ participate in this glorious purpose. The culmination of **all** the nations being blessed will coincide with the unity of the Church as a result of the whole Church participating in the divine commission. This revelation, of the blessing of the nations and whole Church involvement, will initiate an involvement and co-operation in missions of all believers, in every facet of the church life.

6. The world's population can be viewed in terms of people groups.

For the purposes of evangelisation, it's important to understand how culture, social forces, language, history and other factors work together to form lasting groupings called people groups. The gospel flourishes amidst a people group, and moves with more difficulty between people groups. God's 'modus operandi' for world evangelisation is blessing the world, people group by people group.

7. The progress of world evangelisation can be assessed in terms of church-planting movements within people groups.

Since the mission task of world evangelisation can be completed, progress toward the finishing of the task can and should be assessed in order to make strategic decisions. Church-planting movements are the best way to evangelise entire people groups. A church is defined as a group of people committed to obeying Christ. "Church-planting movements" are churches planting churches, within a people group, as they are given leadership and encouragement. Church-planting movements are the best beginning points for efforts that result in lasting social transformation. Because indigenous churches are able to reproduce rapidly, it is feasible to complete the task of world evangelisation.

8. Completing the task requires effective cross-cultural evangelism that follows communication patterns within cultures.

Cultural diversity is God's idea and churches must reflect the culture in which they are planted. Effective communication of the gospel requires a readiness to contextualise the message in appropriate cultural forms. Wise gospel communicators make efforts to grasp worldview, beliefs, values and behaviour patterns of the people group they are attempting to reach. Then they can carefully convey the truth of the gospel in ways that are persuasive and reproducible and see churches planted that reflect the culture in which they are planted.

9. Completing the task requires spiritual warfare and effective strategies.

Effective mission relies on spiritual breakthroughs involving the leading of the Holy Spirit, the proclamation of the Gospel, prayer and signs and wonders. It also involves effective strategies formulated through a thorough understanding of culture, history and previous attempts at evangelising a particular people group.

10. Completing the task requires strategic holism in which community development is integrated with church planting.

Fruitful efforts of evangelisation invariably integrate relief and development endeavors. Development efforts aim to help local people to mobilise local resources to meet basic needs in enduring ways. The long-range fruit is for social transformation in which Christ is recognised for what He has done to bless entire communities and for His kingdom values, which characterise the people known to be His followers. The integration of evangelism and social endeavours should go hand in hand with the best strategic approach often calling for social transformation to precede evangelisation efforts.

11. Completing the task requires a clear understanding of the missionary task.

Effective missions seeks to bring the Church in a targeted people group through the four stages of maturity as proposed and adopted by the first era missionaries - pioneering, parenting, partnering and participation. This helps to make a distinction between evangelism and discipleship; also between foreign and indigenous "ownership" of a work of God. People can be considered disciples when their world-view conforms to a Biblical worldview. Discipleship is much more than getting decisions for Christ.

12. Completing the task requires collaborative efforts of churches and mission agencies from diverse cultures and traditions.

Throughout the New Testament era, God has been outworking His world mission agenda through two redemptive structures: Sodalities (mission agencies) and Modalities (local churches), represented by various Christian traditions amidst rich cultural diversity. God's plan has always been for the unity of His Body to be displayed through diversity. In addition, the explosive growth of non-Western Christian movements means that Western Christians will likely remain a minority until the end of the age. Many vigorous mission efforts have been emerging from the non-Western Church in recent decades. This idea goes far beyond a passive recognition that many diverse efforts are at work. The Church needs to see the Biblical imperative, the practical necessity and long-range wisdom of intentional collaboration and partnership between Modality and Sodality, the Western and non-Western Church, represented authentically by a variety of Christian traditions.

13. God calls His people to embrace strategic sacrifice and suffering with Christ in order to accomplish His global purpose.

God calls His people, without coercion, to fulfill His mandate in costly ways. This willing readiness to do whatever it takes to fulfill the particular assignment that God gives is best understood as joining with the living Lord Jesus in His ongoing suffering. Living for Christ and His Kingdom purpose will involve intentional sacrifice, a laying down of one's life, and the adoption of a lifestyle of strategic simplicity, sometimes called a "war-time" lifestyle.

This life-style is shared by all God's people whether they are called to serve as field missionaries or in some other capacity. The continual laying down of one's life for His glory is the life of a true disciple and the expression of true worship.

14. Mission is ultimately for God's Glory. Mission begins with God and ends with God. It is ultimately for His glory and not for human need or any other reason. It is only by His grace and mercy that God provided salvation for us in Christ, re-uniting us with Himself. But He goes far beyond that, partnering with man as co-workers, in a father-child relationship, establishing us as a royal priesthood and a holy nation, that we may begin to rule and reign with Him as co-heirs.

11. Our Personnel

11.1 Executive Leadership

International Director

The International Director is the leader of World Outreach International and bears overall responsibility for the worldwide operations, ministry and management of the organisation.

The International Director is responsible to ensure that the agreed aims and objectives of WOI are fulfilled.

The International Director is responsible to ensure policies and procedures of WOI are implemented.

The International Director works with the other senior personnel to ensure that the ministry and pastoral needs of WO Field Workers are met.

The International Director ensures the ministries of Field Workers are well promoted endeavouring to support strategic ministries to Least Reached Peoples.

The International Director ensures that the activities of the Country Offices are co-ordinated with the field and other ministry activities of WOI.

The International Director is accountable to the Board and as the Chair of the International Leadership Team, works closely with them to fulfil his/her responsibilities – see Clause 12.3.

The International Director is a voting member of the Board but may not hold the role of Chair.

Executive Manager

The Executive Manager is responsible to ensure that WO is effectively managed; that the Mission's finances are handled efficiently and administrative policies are implemented.

The Executive Manager assists Country offices to implement systems and procedures in line with agreed common practices within the Mission. The Executive Manager relates to the Field Ministries Director and Regional Ministry Directors to assist them in the management and administrative oversight of the ministry developments and activities, and especially major projects.

The Executive Manager works closely with the International Leadership Team to fulfil his/her responsibilities.

The Executive Manager is directly accountable to the International Director.

Field Ministries Director

The FMD carries overall responsibility for all field ministry activity and personnel.

The FMD works closely with the Regional Ministries Directors (and, when appropriate, Field Directors and Field Co-ordinators), the Field Strategy Director, and other departmental managers in setting ministry strategies and goals, pastoral care and training programs, personnel placement, sending church relations, and "trouble shooting".

The FMD works closely with the International Leadership Team and chairs the Field Co-ordination Team (FCT) in fulfilling his/her responsibilities.

The FMD is directly accountable to the International Director.

11.2 Field & Ministry Leadership

Regional Ministries Directors

RMDs are responsible for field workers serving in a defined region of the world.

As supervisors they are responsible to ensure Field Leaders (Field Directors, Field Co-ordinators and WOI Representatives) serving in their region are trained and mentored and carry out their responsibilities.

RMDs are responsible to ensure the required services are provided to field workers.

RMDs, in collaboration with the Field Strategy Director, contribute to encouraging, identifying and co-ordinating development opportunities and on-field strategic initiatives in their region.

RMDs are accountable to the Field Ministries Director.

Field Directors, Field Co-ordinators and WOI Representatives

These field leaders are appointed by the International Leadership Team to give support and oversight to field workers.

They are responsible to ensure all field workers are assisted to be as successful as possible and receive sound advice, member care, coaching, training, support and oversight. The different titles reflect the level of responsibility which is carried.

Field Directors and Field Co-ordinators carry out annual ministry reviews with field workers.

They are normally accountable to specific Regional Ministries Directors.

Team Leader

In those places where a Ministry Base has been established, a Team Leader may be appointed to give supervision and oversight to field workers working as part of his/her team.

A Team Leader is accountable to a Field Director or Field Co-ordinator as applicable.

Other Field Management Roles

Strategic Direction, Member-care, Training, Personnel and Applications are all led by experienced personnel to provide these services in a professional and competent manner. They are accountable to senior executives in WOI.

Country Director

A Country Director is responsible for the activities of WO in those places where a Country Board has been established.

He/she is accountable to the Country Board to ensure that the local objectives are fulfilled.

Other staff

In those offices where secretarial, accounting or management functions are carried out, staff may be engaged. Various titles may be used to suit the role and the local situation.

11.3 Categories of Field Workers

Mission Partner

These include all our personnel wherever they may be based, but excluding trainees, interns, and certain office administrative staff. Other "special" categories of Mission Partners are as follows:

- **Mission Partner Professional** – a person working for a service or business organisation in a cross-cultural situation with the purpose of being active in Christian ministry.
- **Mission Partner Seconded OUT** – a person released by WOI to work under the supervision of another mission agency, organisation or church.
- **Mission Partner Seconded IN** – a person seconded by another mission agency to serve in the field with WOI.

Mission Associate

A person who has an existing ministry within their own country who is joining WOI through a relational pathway which normally progresses from **Mission Friend** to **Mission Associate** to **Mission Partner**. This is a time-based progression depending on joint agreement.

Alternately this is a person who has had a long-term relationship with WOI and/or because of unusual circumstances, is endorsed to function outside of the normal administrative requirements of WOI. Such persons are warmly regarded as members of the wider WO fellowship.

Short Term Worker – a person who is serving with a WOI Mission Partner for a period of three to twelve months.

Mission Interns - a person who is a prospective Mission Partner and who has linked to WOI for a specific period of time (normally 6-24 months) in order to receive training and practical field experience under the supervision of an experienced Mission Partner.

Alpha Mission Team member – a person who is part of a church planting team in an LRP undergoing two years of on-the-job training.

Trainee – a person preparing to serve cross-culturally who is undergoing a period of guided preparation, study and service through mission trips.

Team Member – a person directly accountable to a Mission Partner who is responsible for all aspects of their ministry, pastoral care and financial support. A Team Member is considered to be part of the wider WO fellowship because of their accountability to a recognised WO ministry. They are normally working in their own culture or country.

Each category has slightly different services and conditions. The key definitions, and main services offered by WOI to the different categories of field workers are listed in the Operations Manual. These include e.g. regular member care visits, and publicity. The main requirements of WOI e.g. payment of 10% mission's contribution on all donated income for Mission Partners are also detailed in the Operations Manual. Applicants will be guided as to the correct category to apply for in their particular situation and must familiarise themselves with those terms and conditions.

12. Boards, International Leadership Team, Vision Teams and Other Bodies

12.1 Incorporation

World Outreach International is a Society incorporated in New Zealand under the Incorporated Societies Act of 1908. Some other countries also have legal incorporation for local legal or other purposes.

12.2 The Role of the Board of World Outreach International

12.2.1 As the governance committee of World Outreach International, the Board is responsible to see that WOI operations and ministries are in accord with the principles and spirit of this Constitution, its Bylaws and with the mission, vision, values and distinctives as defined in Common Ground. The Board is similarly required to abide by the provisions of the Constitution, Bylaws and Common Ground.

12.2.2 The Board is accountable internally to the mission members, and externally to the general public and Registrar for seeing that WOI complies with all legal, financial and ethical obligations.

12.2.3 While the Board has final accountability for the integrity of the Mission, it delegates to the International Leadership Team responsibility for all operational management, as well as the setting and implementation of the mission, vision, strategy, goals, initiatives and policies.

12.2.4 The Board is responsible to monitor the leadership and management performance of WOI for appropriate planning, risk analysis, financial control, policy implementation and legal compliance.

12.2.5 The Board therefore ratifies and is accountable for the mission, vision, strategy, goals, key initiatives and policies as delegated, as well as annual budgets and senior executive team appointments as proposed by the International Leadership Team. See Constitution for details of matters requiring ratification by the Board.

12.2.6 The Board does not act unilaterally except in emergencies or exceptional circumstances where the integrity or reputation of the Mission is at risk and only does so after consultation with the International Leadership Team.

12.2.7 The Board appoints the International Director in accordance with the Bylaws and is responsible to ensure appropriate succession planning takes place. The Board supports the International Director in whatever appropriate ways it can to assist his/her achieving successful long-term outcomes for the Mission.

12.2.8 The Board sees that WOI complies with Memorandums of Understanding with Country Offices of World Outreach, and other organisations or ministries.

12.2.9 The Board contributes to the success of the organization through practical active assistance, e.g. raising money, bring contacts to the organisation, providing special skills, and acting as ambassadors to the community.

12.2.10 The Board meets at least twice yearly and maintains communication at all times.

12.2.11 The Board meets with the International Leadership Team at least annually in order to foster relationship and be fully informed of major issues.

12.3 The International Leadership Team - see Constitution Clause 8

The International Leadership Team (ILT), which is chaired and led by the International Director, carries responsibility for operational management and the setting and implementation of the mission, vision, strategy, goals, initiatives and policies.

All decisions taken by the ILT are decided collegially, i.e. taking shared responsibility and in partnership and by consensus where possible.

As individuals, they are accountable to the International Director for their performance; but as a body the ILT is accountable to the Board of WOI.

A finance sub-committee is annually appointed by the ILT to work with the executive leadership in making financial decisions and proposals regarding any field ministry support by WOI, operational budgets and new initiatives – see Bylaw 2.

The ILT meets at least twice each year and maintains communication at all times.

12.4 International and Regional Vision Teams

The International Vision Team is normally appointed on an annual basis by the International Leadership Team in order to assist in the preparation of the medium and long-term Strategic Plan for WO. Task forces are appointed as needed.

Regional Vision Teams are normally appointed by the Field Ministries Director or his/her delegate in order to assist in the preparation of the medium and long-term strategic plan for their region.

Other groups with similar focus also meet in order to set vision, goals and explore ways of working together more effectively.

12.5 Other Co-ordinating Bodies

The Field Co-ordination Team (FCT) assists the Field Ministries Director in establishing and implementing a field focused Strategic Plan.

The Applications Committee which is a sub-committee of the ILT decides on applications and develops required processes and systems.

12.6 Country Offices and Country Boards

In those places where a Country Office is established, a Country Board is appointed to provide oversight for the Country Director and the Country Office. This applies particularly where the prime purpose of the office is as a sending and financial base for WOI.

Each Country Board works with the International Director to develop annual objectives for the Country Director and Country Office.

Each Country Board is responsible to ensure that the "Memorandum of Understanding" is upheld between the local Country Board, and WOI.

Each Country Board appoints a Country Director in accordance with agreed procedures and supports him/her in carrying out designated duties.

The Country Board is accountable to the Board of WOI. Where this conflicts with local law, every effort will be made to comply with the spirit of the Memorandum of Understanding.

12.7 Ministry Bases

In those places where there is a team of field workers working together, a Ministry Base may be established to facilitate the work.

12.8 Ministry Boards

In those field locations where a ministry of World Outreach is registered and/or legally incorporated, a Ministry Board may be appointed to provide legal covering for the activities of the ministry in that place. The prime accountability for ministry activities is nevertheless to WOI.

13. Spiritual Authority within World Outreach

Personnel working with WO agree to build harmonious relationships with other WO Field Workers and WOI personnel. In this context, all Field Workers agree to accept the spiritual authority and administrative disciplines of the Mission.

Spiritual authority within World Outreach is exercised with consideration, meekness and in prayerful consultation with each person and, where appropriate, the leadership of a Field Worker's "sending" church.

Spiritual authority includes the sharing of burdens, the affirmation of one another, the giving of advice, the exchange of perspective and ideas and consultation over guidance.

The aim of the exercise of spiritual authority is always to help WO Field Workers to maintain a clear vision for the fulfilment of their ministry.

WOI seeks to provide a credible and meaningful point of accountability for all Field Workers even in those places where there is no appointed Field or Team Leader.

Refer to the **Operations Manual** for further details of procedures and expectations in this regard.

14. Statement of Faith and Missions Theology

This statement is based on the Iguassu Brazil Missiological Consultation Declaration (October 1999) co-ordinated by the World Evangelical Fellowship.

- Our faith rests on the absolute authority of the God-breathed Scriptures. All three persons of the Godhead are active in God's redeeming mission.
- Our Missiology centres on the over-arching biblical themes of:
 - God's creation of the world;
 - The Father's redeeming love for all humanity as revealed in the incarnation;
 - Ultimately a new Heaven and a new Earth will be established for all eternity.
- The Holy Spirit, promised by our Lord, is our comforter, teacher and source of power. It is the Spirit who calls us into holiness and integrity, and leads the Church into all truth. The Spirit is the agent of mission, convicting of sin, righteousness, and judgment. We are Christ's servants, empowered and led by the Spirit, whose goal is to glorify God.
- Prayer and intercession is the most vital of all ministries in global mission to undergird every service and ministry.

We confess the following themes as truths of special importance in this present age:

1. Jesus Christ is Lord of the Church and Lord of the universe. Ultimately every knee will bow and every tongue will confess that Jesus is Lord. The Lordship of Jesus Christ is to be proclaimed to the whole world, inviting all to be free of the bondage to sin and the dominion of evil to serve the Lord for His glory.
2. The Lord Jesus Christ is the unique revelation of God and the only Saviour of the world. Salvation is found in Christ alone.
3. The Good News of the salvation made possible by the work of Jesus Christ must be expressed in all the languages and cultures of the world. We are commanded to be heralds of the Gospel to every person so that they can have the opportunity to confess faith in Christ.
4. The Gospel is good news and addresses all human needs. We emphasise the holistic nature of the Gospel of Jesus Christ. Both the Old Testament and the New Testament demonstrate God is concerned with the whole person - body, soul and spirit, and their functioning in society.
5. Opposition to the spread of the Gospel is foremost a spiritual conflict involving human sin and principalities and powers opposed to the living God. Jesus Christ has power over all powers and is able to free all who turn to Him in faith. We affirm that in the Cross, God has won the victory, and we overcome by the blood of the lamb, our confession, holy life-style, and spiritual warfare.
6. Jesus Christ is building His Church from people out of every nation, tribe, people and language. We seek to do all that we can to encourage, strengthen, and equip the church of Jesus Christ in all parts of the world.
7. Suffering, persecution and martyrdom are present realities for many Christians. We acknowledge that our obedience in mission involves suffering and recognise that the Church is experiencing this.
8. Economic and political systems deeply affect the spread of God's kingdom. Human government is allowed by God, but all human institutions act out of humanistic self-will. Appropriate Christian response to political and economic systems requires the guidance of the Holy Spirit.

PART C – BECOMING PART OF WOI

15. Joining World Outreach International

15.1 Introduction

WOI provides clearly defined pathways into mission service. These include pre-field preparation guidance, short-term field experiences, internships for 6-24 months, or on the job training through becoming an Alpha Mission Team member. The pathway adopted is flexible depending on the person's experience, needs etc. and will be discussed with potential applicants.

Sections 15-17 must be read by all applicants to understand the principles and procedures WOI follows. These apply fully to Mission Partner and Mission Intern applicants.

Section 16 and 17 below apply in full to cross-cultural workers working outside of their own nation. Most of Section 17 also applies to Mission Partners who work in their own nations but requirements for Language Learning, Cross-Cultural preparation and pre-arranged Financial Support will be individually decided.

It is important to also carefully read Section 8 of the Operations Manual which gives more details and highlights and explains the vital need to allow at least nine to twelve months in order to prepare well for the mission field after the application process has begun.

15.2 Application

Details of the process are on the WOI website under Applications. Once an initial enquiry is made through the WOI website you will receive all necessary documentation from the Applications Manager.

Completion of the full application forms should only be done after receiving the go ahead from WOI.

Basic qualifications sought in those desiring to serve with WOI are:

- A personal experience of salvation through faith in Christ and a wholehearted dedication to His service.
- A well-rounded Christian character and a definite call to Christian work.
- Appropriate qualifications and experience. Refer Section 16: "Minimum Preparation and Training Requirements/Guidelines for Mission Partners".
- Humility and Christian love which leave no room for racial prejudice or denominational narrowness, but allow an appreciation of other people and cultures.
- Common sense and the ability to work in harmony with a team and to yield graciously to the better judgement of others when necessary.
- Good physical and emotional adjustment.
Perseverance and patience.

15.3 Selection Processes

The acceptance of an applicant will be determined primarily by the answers to the following questions:

Is the applicant called by God to serve in the location or ministry that he/she is proposing?

The applicant will be required to complete a Preliminary Form and then, later in the process, a detailed set of Application Forms. They will also attend an interview with appropriate leaders of the Mission. WOI requires that people wishing to make a long-term commitment to a particular place, visit the mission field so that they can meet the Team Leader and the missionaries in that location.

Is the applicant qualified for the task?

Do the skills of the person match the task that he/she has in mind? Has the person received adequate training at Bible school, or in a specialised training facility? Has the person had the kind of experience that the task requires? Qualifications required for "support type" workers, e.g. builders, health workers or

computer experts are, of course, different than for ministry leaders. See Section 16 below which is applied according to the role to be filled.

Is the applicant a credible person?

Confidential references will be sought from the “sending” church pastor or elders, a long time friend, and the previous employer of the applicant.

Is the applicant a suitable candidate to serve with WOI?

The applicant will normally be required to complete medical checks and psychological tests. The personality profile of the applicant will also be considered.

Does the “sending” church endorse the application?

The endorsement of the leaders of the sending church and, if possible, the home denomination will be sought.

Is the applicant willing to commit him/herself to a relationship with WOI?

A written commitment to the Principles of “Common Ground” as well the “Operations Manual” of WOI will be required. In addition for Mission Partners a financial contribution to World Outreach will be required though a percentage mission contribution on all donations in return for various services including publicity, pastoral care and oversight by World Outreach International.

Will the applicant serve harmoniously with other Field Workers in the proposed country of service?

The senior leaders or missionaries working in the proposed country of service will be informed of the application and their response sought.

15.4 Acceptance for Service with World Outreach

In order to assist WOI obtaining meaningful answers to the above questions, various references, medical examination and psychometric testing will, in general, all be required (depending on the category of service).

The application must include a three year ministry plan clearly identifying the applicant’s vision, strategies and goals for their first term on the field. This application and ministry plan must meet with Applications Committee (which is a sub-committee of the ILT) approval.

After the formal interview and completion of all documentation, the application will be finally considered by the Applications Committee.

15.5 Special Considerations

Families

Normally the suitability of both husband and wife is considered before married couples are accepted for service with WOI. Husband and wife are then equally linked to WOI unless one partner is working or ministering in a different organisation.

Full recognition is given to the needs of children in considering the location and ministry of Field Workers. It is not considered wise to send teenage children into cross-cultural situations; and therefore will only be allowed after special consideration and exemption by WOI leadership.

Financial Consideration

100% budget support must be pledged as regular ongoing income before departure to the field, unless WOI leadership has granted special exemption from this requirement.

Probation Period

A two year probation period is to assist both WOI and new personnel to confirm that the organisation and members are a good "fit". If not, the relationship can be terminated or the probation extended by the International Leadership Team.

Divorced Applicants

The circumstances of the divorce will be considered by the International Leadership Team in the application process.

16. Standard Preparation Requirements for long-term Cross-cultural Service

16.1 Introduction:

Adequate preparation is needed for missionary work. Certain training requirements are agreed to be essential. The call does not constitute the capability and careful preparation is required for long term success. Life in a cross-cultural environment always exposes weaknesses and every effort must be made to anticipate and prepare for the struggles.

A person may be very experienced and qualified in their line of work in their home country but the speed at which a person becomes effective in their cross-cultural field, is dependent on the amount of preparation and training that they receive. A missionary going to the field with no cross-cultural training will take seven years to reach the same effectiveness level that he/she was achieving in his/her home country. This can be decreased to three years by the applicant having cross-cultural training.

16.2 Areas of Preparation:

1. Character and Emotional / Mental Stability

Life preparation and experience will be a major factor in assessing suitability of candidates. References and evidence of sound character will be carefully considered.

Professional Psychological assessment is undertaken of all candidates. Where weaknesses are indicated, suitable pre-field courses will be required, e.g. management courses, marriage enrichment.

2. Biblical Training

All Mission Partners must have evidence of completing appropriate formal Bible Study course(s) for the ministry to be undertaken. The suitability of course(s) undertaken will be assessed on a case by case basis.

For those going to assist or Intern at an established ministry or serve on an Alpha Mission Team in a practical capacity (e.g. secretarial, building, administration), the above may not be required. However, evidence of a knowledge of sound Biblical principles and applied spiritual maturity will be required. Decisions will be made about such candidates on a case by case basis.

3. Ministry Training / Experience

- a. Evidence of attending a recognised course in the field of expected specialisation of at least three months will be required or else significant relevant ministry experience.
- b. A minimum of three years practical experience working with a local church or other ministry will be required.

4. Cross-cultural Training

All WOI personnel are expected to attend a five day **Kairos course** - see www.kairoscourse.org or a **Perspectives** Missions course www.perspectives.org or equivalent.

To become a WOI Mission Partner, an applicant must also attend, at their own expense, the six weeks **Nations Course** as early as possible in their preparation phase or first year of service. See <http://world-outreach.com/nations-course/> Applicants will attend the course in the area closest to their field of service.

Every effort must be made to get meaningful cross-cultural ministry experience prior to departure for the field either through migrant ministry in their home country or through mission trips.

All personnel are expected to be committed to ongoing study on the issues of cross-cultural communication as it's vital to successful cross-cultural mission work.

5. Language Learning

Working cross-culturally virtually always means that a foreign language will be encountered.

All missions work is about relating with those of another culture. The language of any people group reflects the culture of that people and is an important way of learning to adapt to the new culture. It is also essential to effectively minister long-term in the new culture. Therefore, applicants must be committed to dedicate significant time (full time for at least nine to twelve months or more) to language learning once on the field with a goal of reaching ministry-level fluency. Depending on the language and the person's language ability this will take at least a year of full-time on-field language study for church planting missionaries.

Language is also important for those engaged in practical ministry areas who may consider language learning non-essential. But every person going to the field is going to interact with people who speak a different language. You cannot impact and help people without being able to communicate with them.

Children also need to learn how to communicate in the new culture. Learning the language will help them adapt quicker by giving them the ability to communicate and make themselves understood as well as enabling them to make friends. This reduces the sense of fear and isolation that a child feels when he/she is unable to understand what is happening around them.

Mission Partners need to expect and plan for formal language study very soon after they arrive on the field. WOI leadership will determine after consultation with the Mission Partner what language training is required for their situation. It may be in a different location to their destination field. If feasible and when considered an advantage, every effort must be made to begin formal language study prior to departure for the field.

6. Finance and Prayer Support

WOI is a faith based mission and does not pay salaries to missionaries. A Mission Partner is required to have raised 100% of their financial support before leaving for the field.

At the same time as raising financial support for the field, prayer support is also raised. This is an integral part of a missionary's life and is just as important as raising financial support.

The applicant will establish a budget that is appropriate to their situation in consultation with their Regional and/or Field Leader. This must include adequate medical insurance to cover medical emergencies for their whole family.

Note that Mission Partners make a missions contribution to WOI of 10% of all donated income for their personal and ministry needs. This covers some of the costs associated with member care and on-field support visits, field retreats, publicity and administration expenses, etc. However, people on low incomes contribute less than 10%.

7. Ministry Plan/Job Description

A Mission Partner must submit a three-year ministry plan or job description that clearly identifies their vision, strategies and goals for their first term on the field. The ministry plan must outline the expected roles of both husband and wife. WOI can assist with this.

All applicants must have at least visited the field of service they are intending to minister in for a minimum of 3 weeks in order to have a better idea of what they will face. If they are going to work in a team environment it helps establish relationships as well as a job description. This is essential as the biggest cause of new missionary frustration is miss-matched expectations between new arrivals and team leadership.

8. Other Requirements

Medical tests and police clearance certificates (where available) are required.

The **Operations Manual, Common Ground and the Application documents** need to be read carefully as they cover some of the above and other matters in detail. It's important for Mission Partners to fully understand how WOI operates and what is required of successful applicants.

17. Relationship between World Outreach and “Sending” Churches

17.1 Introduction

Ongoing cross-cultural ministry is the result of an effective partnership between a Field Worker, WOI (the mission agency), and a "sending" church. The mission agency of the denomination to which the Field Worker belongs may also have a role to play.

We believe that a worker serving in a cross-cultural situation is an extension of the ministry of a “sending” church. We want to do all that we can to encourage and affirm the relationship between the Field Worker and his/her "home base."

World Outreach acknowledges that the “sending” church has a vital and significant role to play in the release, facilitating, and ongoing support of their Field Worker.

17.2 Before Departure

We encourage the prospective Field Worker to discuss his/her plans with the local church leadership at an early stage. Valuable guidance and adjustment can be contributed by those who know the applicant best.

WOI welcomes the input of the leadership of the “sending” church into the process of determining how the Field Worker can be best placed for fruitful and ongoing ministry.

WOI relies on the leaders of the “sending” church to give confirmation to the call and plans of the prospective missionary.

WOI will not approve an application unless the prospective Mission Partner has received the endorsement of their “sending” church leadership in writing. Any significant change to the initial ministry plan or location must also be approved by them before departure to the field.

WOI believes that it is the responsibility of the “sending” church Elders to "set apart" the Field Worker by commissioning him/her to the task to which he/she has been called by God. This endorsement before the “sending” church is a significant moment when the Mission Partner commits him/herself to the task and the home church affirms that it stands fully behind the plans and ministry of their worker.

17.3 Support

We encourage the ‘sending’ church to commit themselves to the financial support of their worker. This should include a contribution towards the establishment costs on the mission field and the raising of a consistent amount of financial support on a monthly basis. This enables the worker to plan his/her finances in an ordered fashion. Special offerings may also be contributed towards projects.

The ‘sending’ church is encouraged to pray consistently and continually for their worker. World Outreach places a high priority on concerted prayer to release blessing and empowering.

17.4 Ongoing contact

World Outreach encourages the “sending” church to maintain personal contact and interest in their worker. This can be sustained by regular correspondence, gifts at birthday and Christmas time, and visits by leaders from the home church.

The “sending” church and WOI should agree on the frequency and duration of home furlough visits by the Field Worker.

WOI believes that the “partnership” necessary to facilitate effective Field Worker ministry can only be sustained by good communication. WOI welcomes the input, advice, and suggestions of the leaders of the “sending” church.

The Regional Leader who relates to the Field Worker will report to the “sending” church after each ministry review. Also any urgent prayer items that come to the attention of the WOI leadership will be referred back to the “sending” church leadership.

17.5 Consultation

When a decision has to be made that affects the ministry strategy, or geographic placement of a Field Worker, the ‘sending’ church leadership will be consulted before the decision is finalised.

The ‘sending’ church leadership will also be consulted if there are any issues arising which may require disciplinary action.

18. Review Process of “Common Ground”

“Common Ground 2016” is a “living” policy document which will be reviewed every five years or sooner depending on the need, or as required by constitutional change. Any changes to the sections of Common Ground which also form Bylaws 3 and 4 require formal ratification by the full voting membership of WOI – see Constitution clause 15.1.

Other sections may be adjusted when necessary after consultations by the International Leadership Team with a range of voting members of WOI. Such changes will be communicated to the Board for comment prior to formal issuing and implementation-see Clause 14.2 of Constitution.

WOI welcomes representations or suggestions regarding this document and the Policies and Procedures of the Operations Manual from any WOI personnel. These can be made to any ILT member or to the Policy coordinator.