



CATHOLIC RELIEF SERVICES

U.S. Operations

Parish Partnership Manual

CATHOLIC RELIEF SERVICES

Parish Partnership Manual

Catholic Relief Services
209 West Fayette Street
Baltimore, MD 21201
www.crs.org
Phone: 1-866-608-5978

Table of Contents

INTRODUCTION

| | |
|---|---|
| Principles of Solidarity-based Partnerships | 2 |
| From Helping to Solidarity | 3 |

LEADERSHIP & ORGANIZATIONAL DEVELOPMENT

| | |
|-----------------------------------|---|
| Partnership Committee Basics | 5 |
| Responsibilities of the Committee | 7 |

COMMUNICATION IN PARTNERSHIP

| | |
|---------------------------------------|---|
| Establishing a Communication Protocol | 9 |
|---------------------------------------|---|

VISIONING, PLANNING & ASSESSING PARTNERSHIP

| | |
|--------------------------------------|----|
| Visioning & Planning for Partnership | 11 |
| Partnership Annual Check-In | 13 |

PROJECTS AND MATERIAL SUPPORT

| | |
|----------------------------------|----|
| Principles of Good Stewardship | 16 |
| The Project Cycle in Partnership | 18 |
| What about Material Gifts? | 19 |
| Project Proposal template | 20 |

OUTREACH

| | |
|---|----|
| Sharing the Good News: Ideas for Engagement | 21 |
| CRS Justice Education Resources | 23 |
| Annotated Bibliography of the CRS website | 25 |

ADVOCACY IN PARTNERSHIP

| | |
|-----------------------------------|----|
| How to do Advocacy in Partnership | 27 |
| CRS Resources for Advocacy | 28 |

RECIPROCAL DELEGATIONS

| | |
|--------------------------|----|
| Planning Delegations | 30 |
| Work teams/service trips | 34 |
| Hosting Delegations | 35 |

DELEGATION ORIENTATION MATERIALS

| | |
|---------------------------------|----|
| Delegation Orientation Basics | 40 |
| Expectations & Responsibilities | |

| | |
|-----------------------------|----|
| Expectations & Ground rules | 42 |
|-----------------------------|----|

| | |
|--------------------------|----|
| Roles & Responsibilities | 43 |
|--------------------------|----|

Cultural Resources

| | |
|---|----|
| Recognizing US Cultural Values exercise | 44 |
|---|----|

| | |
|----------------------|----|
| Vocabulary worksheet | 47 |
|----------------------|----|

Articles for Reflection

| | |
|---------------------------------|----|
| To Give or Not to Give... gifts | 48 |
|---------------------------------|----|

| | |
|---------------------------------|----|
| The Cost of Short Term Missions | 50 |
|---------------------------------|----|

Travel Information

| | |
|--------------------------------------|----|
| Checklist of Health & Safety Actions | 54 |
|--------------------------------------|----|

| | |
|--------------|----|
| Packing List | 56 |
|--------------|----|

| | |
|---------------------------|----|
| Top 10 Tips for Travelers | 58 |
|---------------------------|----|

Helpful Forms

| | |
|--------------------------------|----|
| Delegate Profile & Application | 59 |
|--------------------------------|----|

| | |
|----------------------------|----|
| Mandatory Information Form | 61 |
|----------------------------|----|

List of Resources

63

Introduction

Welcome to the Catholic Relief Services (CRS) Parish Partnership Manual! This manual is intended to accompany the CRS Parish Partnership Training, a participatory one-day training which delves into the principles and practices of solidarity-based parish partnerships, offering an opportunity for learning, networking and sharing best practices. The training and manual are offered as a resource to Catholic parishes in the U.S. who are involved in some type of sister parish or twinning relationship with a parish in another country, particularly in the Global South. For the purposes of this manual, we will call them parish partnerships. Many of the principles and practices outline here could equally apply to a partnership between two parishes in the United States, or between two parishes of relatively similar socio-economic circumstances in different countries. However, the tools and suggestions in this manual are geared specifically to those partnerships that involve two parishes from different cultures with a significant disparity of material wealth.

In this resource, Catholic Relief Services puts forth a very specific model of partnership between two parishes, which we have called “solidarity-based partnership”. This model is rooted in the belief that we all have much to give and receive by being in a relationship with a parish with a reality very different from our own, and that our relationship offers the whole parish an opportunity to grow deeper in faith and solidarity with our sisters and brothers in another country, and by extension with all God’s children around the world, as a response to our Gospel call to be One in Christ.. It offers tools and suggestions for fostering partnerships that are truly mutual in nature, and challenges us to deeper levels of reflection, commitment and action in these partnerships.

In this introductory chapter you will find a brief description of each of the five principles of solidarity-based partnerships, which have been drawn from experience with and careful analysis of church-based relationships in different faith traditions and particularly in the Catholic Church, at both the parish and diocesan level. Following the description of the principles is a segment of an article entitled “From Helping to Solidarity,” written by Mike Haasl of the Center for Mission in the Archdiocese of St. Paul/Minneapolis, which expounds beautifully on the idea of partnership based in solidarity. The remaining chapters cover various topics that arise in partnership, providing concrete tools and suggestions for putting into practice the principles of solidarity-based partnerships.

We hope you find this resource helpful as you engage with your parish partner and work together to build a world where all have a place at the table. With your contribution, solidarity truly may transform the world!

Principles of solidarity-based partnerships:

Solidarity-based partnerships:

I. Emphasize relationship over resources

A true partnership implies the building and nurturing of a familial relationship over a period of time that transcends one act of working together (such as a project), or of sending a series checks. If the partnership is based on resources, then the partner with little material resources is excluded from fully participating, and relegated to only receiving. When the relationship is valued above all, it allows for mutual participation and transformation, and all are invited to participate equally, as we all have the ability to love and pray and be present to one another.

II. Practice mutuality and equality

True mutuality allows each of the partners to function from a place of strength rather than weakness. Each *must acknowledge the wholeness of the other*. We must be alert to the historic imbalances of power between the North and the South, and the way that plays out in all levels of a relationship. We need to intentionally incorporate opportunities for dialogue, planning, assessing, challenging, and reflecting together, in order to not fall into the trap of the giver and the receiver, of the superior and the inferior.

III. Seek to give and receive, learn and teach

True relationship is a constant give and take. We all bring something to the table and we all have poverties that need to be addressed. In fact, our poverties are an invitation to another to share their gift, affirming their value and contribution. Above all, this requires a spirit of humility, recognizing that we are mutually interdependent and in need of each other.

Nobody is so poor that he has nothing to give, and nobody is so rich that he has nothing to receive.
– Pope John Paul II

IV. Work to change unjust systems and structures

If we are conscious to focus on the relationship, ask open-ended questions, and learn from our partner, they will invite us in to see and understand their reality - their joys and celebrations, as well as their sorrows and struggles. We begin to recognize the structures and systems that often keep people in poverty and are unacceptably unjust, and are challenged to gently confront our own role and contribution to this injustice, whether through our inaction (e.g. when important legislation was being considered), or more actively through our consumer choices, our levels of consumption, etc. We are then called to work to change those systems and/or our own personal habits and activities, for the sake of those we have come to know and love (and others who share the same challenges).

V. Deepen our faith by experiencing the universal catholic church

Our partnership calls us more fully into St. Paul's image of the Church as one Body of Christ, with many unique parts offering different gifts, but possessing unity in Christ. As Fr. William Nordenbrock of the Missionaries of the Precious Blood, explains, "If we approach our partnership as a mutual sharing within the body of Christ, then in our desire to evangelize, we receive the gift of being evangelized; of having our faith renewed." We are challenged by our partner's witness of faith amidst adversity. As we come to know brothers and sisters of faith from a culture other than our own, we learn new ways of understanding the Scriptures and we see new models of being a parish community. We concretely experience our oneness in Christ, and are encouraged to enlarge our tent, and expand our sense of shared humanity, not only with our parish partner, but with all God's people in the universal church.

From Helping to Solidarity

Most “sister parish” or “parish twinning” relationships are born of a beautiful impulse: to help other human beings who are struggling or more economically disadvantaged than themselves, to help those who are in need. It is an impulse that is generated in significant part by the gospel mandate to love, especially as revealed in Matthew 25:31-46: “When I was hungry you gave me food...”

The parish twinning phenomena is a wonderful church movement that stands in sharp contrast to a sometimes isolated, apathetic and protective U.S. culture which often promotes seeking security by looking inward and guarding one’s every asset, rather than opening one’s hands to others to share the gifts and resources with which they has been so richly blessed.

The true beauty and unique opportunity of parish twinning, however, goes far beyond “helping others.” Sister parishes create **the opportunity to build and engender real and even long-term relationships** with people who are of another culture and often are often terribly economically disenfranchised--- and to begin to see and understand the world through their eyes. Gandhi once said that the best one thing that you can do in your life is to get to know one poor person and to see the world through his or her eyes. Why? Because that experience will call into question many of the assumptions about the world that we are taught from a very young age, for example:

- that we somehow deserve our privileged place in the world,
- that people of the world ought do things the way we do them if they want to be better off,
- that if only people worked harder, they would have the opportunities that the average North American has,
- that the economic systems of the world are inherently good and in time will generate wealth for all.

Rather, when the poor person becomes our friend, we see their beauty and we can genuinely and experientially adopt the truth that we are all called to *oneness*, to become one Body in Christ. We can then more readily recognize that the current reality and the systems that created it are unacceptably unjust. We are beckoned to change those systems for the sake of the one we have come to know and love (and those others who share their same plight)....

In the U.S. good Christian children are taught that they must “help those poor people over there,” but are often invited to do so in ways that unwittingly continue these false unspoken pre-suppositions that we have (and therefore must be better), and they don’t (which must make them somehow inferior). This then leads to a pattern and attitude of one generous, superior party who “has it all together” giving to the other inferior, incapable party, who can’t make it without our intervention. These patterns, however, don’t lead us to oneness; rather, they perpetuate separateness. Although done with the best of intentions of helping others, they can foster dependency, not wholeness.

Sister parishes and parish twinning relationships are an invitation to a whole different kind of relationship, whereby people from opposite sides of this historic divide, come together, get to know one another more fully as human persons, the joys as well as the struggles, the gifts as well as the needs. People on each side are seen as multi-dimensional and partners are very curious and appreciate the various aspects of the things that shape the other—their history (personal, community, and national), their culture, their family life, their faith and the varied cultural expressions of their faith.

Like two people moving towards marriage, as relationships are established and trust is built, talk may turn toward hopes, goals, and ideas for building a lasting, healthy partnership (1). As with planning for marriage vows, both sides of the partnership should participate in envisioning their future. In the parish partnerships that ought to occur through mutually creating a common Vision Statement and Mission Statement, from which their various activities can be mutually developed....

By honestly addressing questions of power and historic attitudes of superiority and inferiority in the relationship, strong and healthy parish partnerships can be built and sustained---and a new world in the image of the reign of God, in what Pope John Paul II referred to as the globalization of solidarity, can be possible.

End notes:

1. Marriage is a fairly apt image for a parish twinning relationship. Like pre-Cana courses, twinning relationships require some formation and preparation before entering them. Like marriage, we enter it not “to fix” the other’s problems, but to enter into the place of mystery where love draws us in unknown directions. We are present to the other and engage with them, not on our terms, not on totally their terms, but on open, negotiated, prayer-directed terms. Within this mystery we grow closer, we come to learn more about the other, about ourselves and about the depths of God’s love.

Adapted from an article written by Mike Haasl, Center for Mission in the Archdiocese of St. Paul/Minneapolis, for use in the From Mission to Mission publication “What About Short-Term Mission?”

Leadership & Organizational Development

It is important that both the U.S. and the overseas parish encourage lay leadership and create an organizational structure (e.g. committee, task force, working group) to guide and lead the partnership. If the responsibility lies only with the pastors, or the general parish council, the partnership becomes very vulnerable to leadership changes, the pastor's priorities, and other parish commitments. To ensure mutuality and joint decision-making, it is important that there be a representative body in each parish who can interact with each other as equals to set priorities, create plans, mobilize people and resources to implement activities, and occasionally assess the progress and direction of the partnership. It is important that this group of people not only represent the larger parish community, but also reach out to different members and groups in the parish, inviting them to become involved in the partnership according to their interests and gifts. Following are some ideas and suggestions about establishing or strengthening a partnership committee in your parish.

Partnership Committee Basics

What is a partnership committee?

- A group of individuals who have been given a mandate to guide and lead the partnership within the parish.
- A committee that will make the partnership a reality by generously giving their time to engage the parish in all aspects of a partnership including planning, outreach, fundraising, and promotion.

Who to invite?

- People who are committed to global solidarity and justice
- People with networking, advocacy, organizational, language, and/or fundraising skills.
- People who have cross-cultural and/or overseas experience, particularly in the region you are partnering with
- People from the country or region of your partner
- People that reflect the interests, age, and ethnic diversity of the parish
- People with time and enthusiasm



Remember: In recruiting partnership committee members, people are most likely to commit to something when the time commitments and expectations are clearly defined. Make sure people know what you are asking for and what they are committing to when you invite their participation. Are you asking them to use their professional fundraising skills, to use their personal contacts to increase participation and raise awareness for the GSP, or to serve as the web master/tech guru? Are you asking them for a monthly two-hour meeting or a weekly commitment? Make it clear and have a plan for rotating in new members and any leadership positions.

While not all parish ministries may be represented on the partnership committee, it will be important to find ways to keep them informed, involved and engaged. This will be key to getting the word out throughout the parish, in addition to bringing a richness and holistic outreach to the partnership.

Defining the committee

The committee will need to determine the basic organizational structure and make some key decisions to get started. For example:

- What positions do we want to create on the committee (e.g. chair, secretary, treasurer)?
- How often do we meet? Who will convene meetings?
- How will decisions be made?
- How will we communicate with our partner?
- Do we want to appoint a contact person in each parish (preferably one that speaks the language of the partner) who will be responsible for communication with our partner?
- How long will people serve on the committee?
- How will we recruit new members?
- Will we need to establish sub-committees or task forces?
- If so, how will information from the sub-committees be shared with the steering committee and other sub-committees?

It is important to define roles and responsibilities among committee members, to ensure an effective and efficient structure. The creation of sub-committees, working groups, or task forces can be extremely helpful to ensuring that the multitude of tasks is accomplished.

Responsibilities of the Committee

The committee's duties and activities may include the below. Per the needs of the partnership, you might think of creating sub-committees or ad hoc working groups along the lines of these categories.

Communicating with the partner

- Finding translators when necessary
- Maintaining consistent lines of communication with a dedicated person or committee in the partner parish
- Exchanging updates on ongoing activities (through newsletters, e-mails, etc.)
- Sharing prayer requests

Outreach to parish

- Educating congregation about the relationship
- Inviting parish-wide participation through various types of activities
- Sharing news and communications from partner parish
- Planning special events (e.g. fund-raiser, annual partnership day, delegation send-off or welcome)

Joint planning and assessment with partner parish

- Creating a mission statement, covenant agreement and/or partnership plan
- Establishing specific goals and objectives of the partnership
- Maintaining the covenant and implementing partnership plans
- Envisioning and creating activities and strategies for implementing the goals
- Outlining budgets, timelines, and individuals responsible for activities and strategies
- Periodically assessing the partnership together with partner

Facilitating delegation visits

- Coordinating with partner parish to plan overseas visits
- Selecting and preparing delegates
- Planning and supporting partner parish in preparing for visits to US
- Hosting visitors from partner parish
- Arranging other exchanges (e.g. priests, sisters, students, professionals, etc.)

Integrating partnership into faith life

- Devising creative ways to incorporate partnership and partner's culture into liturgy
- Including the parish partner in the prayers of the faithful
- Sharing faith expressions from partner with parishioners
- Considering how partners can share catechetical materials, pastoral outreach models, small faith communities, etc. with partner

Managing support of projects

- Work with partner committee for prioritization and selection of project
- Promote project to parish
- Create and implement fundraising strategy for project
- Provide information on project to parish and send thank you's to contributors

Education and advocacy

- Develop and distribute materials about partner to religious education classes and/or schools, or in parish bulletins or newsletters
- Monitor global issues affecting partner and opportunities for advocacy (utilize organizations focusing on justice issues in partner country)
- Invite parishioners to take action through letter-writing, e-mail, phone calls, or visits to legislators

Finance/stewardship oversight

- Understand overall expenses associated with partnership (projects, delegations, events, communication, etc.)
- Determine plan for mobilizing resources
- Track and monitor partnership expenses

Communication in Partnership

Like in any relationship, open, honest and consistent communication is key. Partners should openly discuss expectations regarding communication, and mutually commit to a consistent pattern of communication. One way to do this is to establish a communication protocol during a joint meeting or workshop. Again, this should be mutually agreed upon and take into account the cultural and technological differences affecting communication – frequency, mode, content, etc. Most importantly, communication needs to be between two communities, extending beyond one individual in the parish. The following offers some ideas to define and improve communication with your partner.

Establishing a Communication Protocol

Who will do the communicating?

Establishing a primary contact is important. You could appoint a secretary for communications which could be a regular or a rotating position. Another route is to set up a communications subcommittee to be responsible for communication with your partner and your own parishioners. Others have chosen to put the partnership committee chair in charge of communications. It is critical to ensure that communication is between the two communities, not simply individuals. There must be an agreed-upon mechanism for sharing information with other partnership leaders, as well as with the wider parish. It is important to remember that linguistic and cultural misconceptions/misunderstandings are bound to occur. The only way to overcome them is to be vigilant and patient and address them as they occur. Look for people and resources in your diocese to help with the translation – are there local bilingual people or will you need to hire translators?

How will you communicate?

You and your partner will decide if email, fax, letters, or phone would be most appropriate. Try and choose communications that are expedient and low-cost. Possible modes of communication include:

| Electronic means | Mailings | Direct Means |
|---------------------|-------------------------------------|----------------------------|
| E-mail | Snail mail and hand-carried letters | Telephone |
| Digital camera | Postcards | Delegation visits |
| Videos | Pen friends | Joint reflection on visits |
| Partnership website | Newsletters | Conferences |
| Fax | | |

Individual or group e-mail can be very cost-effective, if the means are available, while fax is also very quick. If your partner overseas lacks the means to communicate electronically, you may want to consider fundraising for a fax machine or computer (taking into consideration available phone/internet services in the area), as communication is so critical to an effective partnership.

What will you communicate?

Do you want to share the minutes from your meetings? Or would you rather commit to regular progress reports that cover a few categories? The categories of a progress report could include: upcoming delegations, prayer, advocacy, fundraising, project, educational activities, etc. Another good way to keep your partner updated is to share parish newsletters and/or bulletins.

How often will you communicate?

While this might be determined by what you are communicating, it is important to spell this out, as partners may have very different expectations of frequency of communication. Here, it might be wise to put the question to the overseas parish first, as they may be likely to simply agree with what the US parish suggests, even if it is not realistic for them. Communication both within their community and with an international partner is nearly always more challenging for the overseas parish than the US parish. Having mutually defined and committed to a communications protocol, partners will be able to hold themselves and each other accountable when communication falters.

A note on culture

Different cultures have different expectations regarding length of time between communications, planning, and implementing activities; also, keep in mind that sporadic communications access, long distances between villages and unstable political situations can cause disruptions in communications. Be understanding of your partner and patient with their needs.

Visioning, Planning and Assessing Partnership

It is important to take the time to plan together with your partner, and occasionally assess the progress and direction of the partnership. If your partnership is young, you may consider creating time during the next delegation to intentionally learn about the structure, challenges, strengths and hopes of your partner parish, and vice versa. Regardless of the age of your partnership, it is always opportune to take time to develop a shared vision and plan for the future together. We suggest doing this in the context of one or a series of planned meetings or workshops during delegations, which both parishes will prepare for and participate in. This implies that at least a few of the participants on delegations must be able to represent the parish, and specifically the partnership committee, and have the ability and authority to make plans and commitments during a planning exercise. Taking the time to jointly engage in visioning, planning, and assessment with your partner ensures that the partnership becomes more than a series of trips, but rather a long-term, dynamic and mutual relationship between the two communities that strengthens our faith and challenges us to cooperative action.

Visioning and Planning for Partnership

Ideally, any joint visioning and planning process will result in some type of written document that can be shared with parish leadership and members, and guide the partnership even as leaders and delegates move on. Many parish and diocesan partnerships have found it most helpful to develop two different documents: a *Covenant Agreement* and a *Partnership Plan*. These types of agreements or plans set the stage for all future interactions and ensure that both parties are participating equally in the development and implementation of the partnership.

What is a Covenant Agreement?

A Covenant Agreement represents the commitment of the partners toward each other and the people they serve. It outlines why the two parishes have chosen to come together to form a partnership and the shared values that have brought them together and that they wish to uphold in their partnership. It should be approved by both parishes and signed by the respective pastors. Some groups have chosen instead to develop a vision and mission statement. Whatever the title, such a foundational document should address the points outlined below:

Vision: What kind of world do we wish to see?

Commitment: What are we committing to? (type of relationship, duration, periodic evaluation; provisions for re-covenant or renewal of agreement)

Long-term goal: What do we want to accomplish together in partnership?

Values: What values do we want to preserve in getting there together? (e.g. self-determination, transparency, mutuality)

What is a Partnership Plan?

From the Covenant Agreement or Mission Statement flows the Partnership Plan or work plan. This document sets out short- to medium-term objectives and activities for the partnership. These activities reflect the priority issues chosen by both partners. This plan should be realistic and based on available resources – both human and financial. For each objective, the partners should lay out the respective activities, responsibilities, and timeframes. It is a dynamic document that will change with the partnership as it grows – learning what is feasible and what is not. It is a way to operationalize the vision of the partnership, and ensure that both partners are contributing equally to it. Clearly defined objectives and responsibilities will help both partners avoid misunderstanding and frustration. Below is a suggested process for developing the partnership plan within the context of a joint partnership meeting:

Step 1: Partners reflect on the question, what can we do together now to accomplish our vision/mission?

Step 2: Brainstorm ideas.

You may want to consider the following categories:

Sharing resources

Deepening faith

Building relationships

Education and advocacy

Step 3: Narrow down and clarify ideas in each category

Step 4: Prioritize ideas (can vote on ideas in each category to create a ranking)

Step 5: Select the top 1-3 ideas in each category to jointly implement over the next 1-2 years.

Step 6: Determine who, with what resources, and by when each activity will be completed (for material assistance projects, see the project proposal sample).

The results of steps 5 and 6 should provide the content of partnership plan.

A note on culture

In the United States agreements are often determined by literal meanings of words and specific provisions of a contract. In many other cultures it is the meaning and spirit of an agreement and one's commitment to it that is more important. These realities may be operative as you plan with another culture for this experience. You need not change your own concepts, but you should consider the implications of conceptual differences for others and yourself. (*Center for Global Education and the United Methodist Church*)

Partnership Annual Check-In

Below is a sample tool that can be used as a regular assessment mechanism for your partnership. It can be done individually as a parish, or in conjunction with your partner as a way to foster open dialogue about how the partnership is going in each parish's perception. If completed on a regular basis from year to year, it can effectively measure change in the partnership.

Instructions: Please take a moment to reflect on your parish's partnership/sister relationship/twinning experience in light of the principles of solidarity-based partnership and any foundational documents for your specific partnership.

Rate the extent to which your parish's relationship reflects the principles of solidarity-based partnerships, using the bulleted questions under each principle to guide your understanding of that principle and the subsequent rating. Please place a number between zero and five in the space provided, according to the following scale:

0 = your partnership does not reflect this principle.....5 = your partnership fully integrates this principle

I. Emphasize relationship over resources

RATING _____

- Have you and your partner jointly articulated the underlying mission of your partnership?
- Have you invested as much or more effort into deepening your relationship with your partner, as you have in implementing material assistance projects?

Comments/Analysis:

II. Practice mutuality and equality.

RATING _____

- Is there a designated body in both parishes that communicates on equal terms in open dialogue about the partnership – setting priorities, selecting activities, sharing faith, challenging each other, assessing the effort, etc .
- Have all transfers of resources, delegation visits, and other activities been planned and implemented through the organizational structures in both parishes, and as a result of the mutual agreement of both partners?

Comments/Analysis:

III. Seek to give and receive, learn and teach.

RATING _____

- Can your parish clearly identify gifts, resources, and opportunities for learning that you have been able to provide for your partner?
- Can your parish clearly identify gifts, resources, and opportunities for learning that you have received from your partner?
- Is there mutual accountability in the exchange of resources, including human, cultural, financial & spiritual?

Comments/Analysis:

IV. Work to change unjust systems and structures.

RATING _____

- Is the relationship helping your parish to learn about the root causes of injustices affecting the overseas parish community---the economic and political forces and systems which are at play?
- Have you and your partner created opportunities to brainstorm ways to work together to address these systems of injustice?
- Has your parish increased its commitment to actions for *global* social justice as a result of your partnership?

Comments/Analysis:

V. Deepen our faith by experiencing the universal catholic church. RATING _____

- Have you and your partner created opportunities to reflect together on sacred scriptures and our faith?
- Have parishioners had the opportunity to learn about and grow from their parish partner's faith expressions, traditions, and celebrations?
- Has the partnership helped your community to be more outward-looking in your perspective as a parish, rather than exclusively focused on your one parish partner?

Comments/Analysis:

General Analysis

Based on your ratings:

1. Identify the primary strengths of your parish partnership.

2. Identify 2-3 key areas you want to continue to work on/improve.

If your partnership has developed any foundational documents or plans, it is important to assess the partnership in light of those:

Covenant Agreement

- Has your parish adhered to and upheld the values and the commitment outlined in the Covenant Agreement? How?

- Does the Covenant Agreement need to be re-negotiated, amended, or terminated?

Partnership Plan

- Have you and your partner been able to work towards the objectives and activities outlined in the Partnership Plan? How?

- Does the Partnership Plan need to be updated and/or amended?

Projects and Material Support

Supporting projects to promote socio-economic development in an impoverished partner community is a natural inclination in a relationship. These projects have the potential to greatly contribute to the well-being of a community. However, in the context of a parish partnership based in solidarity and mutuality, it is important to be sensitive to the dynamics that enter into any relationship where the disparity of wealth is so stark. The following pages provide a few suggestions and tools for respecting the self-determination of your partner parish, as well as for improving the effectiveness, transparency and impact of material assistance.

Principles of Good Stewardship

Parishes should consider the following principles of good stewardship when considering supporting a parish partner in implementing material assistance projects.

Establish the relationship first, and then consider sharing financial gifts.

Share financial assistance and gifts only *after* the relationship has been well established through mutual visits, communication, and spiritual fellowship. Prematurely sharing financial assistance will put the US parish in the dominant and controlling role in the relationship and destroy mutuality in the relationship.

Follow their agenda, not yours.

Projects and plans for material assistance projects should originate in the overseas parish. US parishes should not decide what their partner needs, or tell them what to do with a financial gift.

Benefit the community rather than individuals.

To prevent creating tension or division in the overseas community, give gifts or material assistance to projects working for the greater good of the community or the whole church—not to projects that only benefit one family or individual.

Support development rather than dependency.

Financial gifts should empower or help develop self-sufficiency. Gifts that underwrite a pastor's salary or administrative costs of a parish budget will only make the parish dependent on their partner's support. Invest in projects that can help the overseas parish to achieve or sustain self-sufficiency. It is also important to include in any project some contribution from the overseas parish, whether it be financial, material, labor, etc.

Consider sustainability of the effort.

Projects should be able to be sustained over time. Machinery that is obsolete or cannot be maintained or repaired does not serve its purpose very long. Clinics or schools that have no ability to pay ongoing staff salaries or maintenance expenses are not sustainable.

Preserve or improve the balance of power.

Sometimes a development project can unwittingly upset the balance of power within a community. Digging a well may seem like a good community project, but there are a host of questions that the overseas community must address, such as: Who will maintain the well? Who will control access to the well? Who will profit from the well? Who will lose? If a project is to change the balance of power, it should be to tilt the scales towards the marginalized in a way that will not threaten the well-being of the community. Similarly, consider how a project might affect the balance of power within the diocese. Will a parish become so self-sufficient that it no longer relates to the larger diocesan structure, or that it creates rifts among neighboring parishes/communities?

Respect the cultural context.

Projects implemented through the partnership should make sense in the cultural context of the parish partner. Also, it is important to realize that projects may move at a different pace than they would in the United States. In many cultures, working together means socializing together first.

Work toward financial transparency.

The two parishes should agree *beforehand* on how contributions for particular projects will be accounted for. Make sure both partners understand what is being given, where it is going, what it is for, and what documentation is expected.

If you start a project, make sure you can complete it.

Starting a school but running out of money before the roof is installed is simply a waste of money. Do not get halfway through a project and abandon it due to insufficient funds. Instead, hold fundraising events and secure the money prior to beginning the project.

Address the root causes of poverty.

Good development projects take into account the wider context of policies and practices that perpetuate the situation of poverty or injustice. Projects should include a careful situational analysis which might imply necessary actions at the local, regional, national or international level to correct injustices. U.S. parish partners should be ready to support these actions at various levels, either through financial or technical assistance for local level actions or through their own advocacy actions to affect U.S. and international policies.

The Project Cycle in Partnership

MANY NEEDS ARE PRESENT IN OVERSEAS PARTNER (HEALTH, EDUCATION, WATER, AGRICULTURE, ETC.)



OVERSEAS COMMITTEE CONSULTS WITH COMMUNITY TO IDENTIFY TOP PRIORITY & COMMUNICATES THIS TO U.S. COMMITTEE



COMMITTEES MUTUALLY AGREE ON PROJECT PRIORITY & DISCUSS POSSIBLE SCOPE OF PROJECT



OVERSEAS COMMITTEE CONSULTS WITH COMMUNITY, DOES ASSESSMENT & DESIGNS PROJECT



OVERSEAS COMMITTEE CREATES PROJECT PROPOSAL* & BUDGET AND SENDS TO U.S. COMMITTEE (*see project proposal template)



THE TWO COMMITTEES DISCUSS & AGREE ON PROJECT DETAILS



U.S. COMMITTEE DOES FUNDRAISING & EDUCATION ABOUT THE SITUATION & PROJECT



U.S. COMMITTEE SENDS FUNDS TO OVERSEAS COMMITTEE, COPYING APPROPRIATE LEADERSHIP



OVERSEAS COMMITTEE IMPLEMENTS PROJECT & KEEPS U.S. PARTNER UPDATED ABOUT PROGRESS



OVERSEAS COMMITTEE COMMUNICATES ANY CHANGES IN PROJECT ACTIVITIES OR EXPENSES



U.S. COMMITTEE RESPONDS AS NEEDED TO ANY CHANGES IN PROJECT



OVERSEAS COMMITTEE COMPLETES PROJECT & SENDS REPORT OF ACCOMPLISHMENTS, STORIES, PHOTOS & LESSONS LEARNED



U.S. COMMITTEE SHARES PROJECT RESULTS, STORIES, & PHOTOS WITH THEIR PARISH



U.S. PARISH IS MOTIVATED & ENTHUSIASTIC TO SUPPORT THE NEXT PROJECT!



What about material gifts?

In the spirit of good stewardship, before sending clothing, blankets, school supplies, books or medical supplies to your partner, consider the following questions.

- Would it be easier for your partner to buy the items in their own country, with money from the parish?
- How much will it cost to ship? Is it more expensive to ship than the value of the goods?
- Is what you are sending needed? Has your parish partner requested it?
- For clothing, is it appropriate to the climate and conditions? Is it in decent condition?
- For books, are they in a language accessible to the majority of the population? Will they make sense in the cultural context?
- For computers or other electronics, do they have regular sources of electricity or internet connections? Is the software and operating system still current or is it obsolete?
- For medical supplies, are they needed and appropriate for local health clinics or hospitals? Are medicines not expired?
- Are shipping methods reliable? Will the packages actually reach the intended recipient?
- Who will pay the customs costs to bring the items into the country?
- Who will receive, store, and distribute items?

Project Proposal Template

This form should be filled out by the overseas partner, after the two partners have mutually agreed to undertake a project. The completed proposal should then be shared with the U.S. partner to be mutually discussed and agreed upon.

Title of the Project: _____

Location: _____

Submitting parish, organization, or person: _____

Date of proposal submission: _____

Project Description:

- I. GOAL – What is the long-term desired change?
- II. BACKGROUND – Why is this project needed, who will it benefit?
- III. DESIGN – How have project beneficiaries been involved in planning this project?
- IV. OBJECTIVES – What specifically will this project accomplish and for whom?
- V. ACTIVITIES – What activities will be done to meet the objectives?
- VI. EVALUATION – How will this project be evaluated?
- VII. REPORTING – What reporting will you provide on the progress of this project (photos, human interest stories, final report, expense report?)

Project Calendar:

What is the anticipated timeframe for completing this project?

Project Budget:

What are the total resources required to complete this project? What will you contribute to this project? What are you requesting from your partner? Are there any other entities providing financial support to this project? Please provide a budget of expected expenses.

Outreach

Parish partnerships are between two communities, and thus require the involvement of more than just the pastor or a dedicated committee. To truly transform the parish and help it to grow deeper in faith and solidarity, the whole community must be involved. The following documents offer a range of ideas and resources to invite people to become involved.

Sharing the Good News: Ideas for Engagement

Promote the partnership:

-  Have a Partnership Day which is simultaneously celebrated in both parishes
-  Use an email list serve to provide regular updates to those interested in the partnership
-  Develop your own partnership website or page on the parish website
-  Consider developing brochures or videos about the partnership, as a tool to spread the news about the partnership
-  Designate a space in the parish for partnership news and updates, including photos, reflections, cultural items, project information, etc.
-  Create one-pagers for parish bulletins
-  Use recipes and foods from the partner country at parish dinners, and print the recipes for distribution
-  Include fair trade items from the partner country in annual bazaars and Christmas sales. (Catholic Relief Services' *Work of Human Hands* catalogue is one source for fair trade items)

Educate about the partner parish and country:

-  Make use of special days to highlight issues in your partnership (e.g. World AIDS Day, Earth Day, National Migration Week, etc.)
-  Keep up with the news to see what is happening in your partnership region, and keep your parish informed of any major events there
-  Sponsor lectures, seminars and prayer vigils with guest speakers from missionary groups or the partner country
-  Organize letter-writing campaigns on legislative issues that impact the partner country and other global issues
-  Visit your elected representatives to voice your concerns about global issues affecting your partner community and that region of the world

- Invite visitors from your parish partner to address parish groups, school classes, and talk at masses. This will have the greatest impact of all as people see and hear first hand from your partner!

Share and deepen faith through partnership:

- ◆ Hold simultaneous Bible studies in both parishes on the same passages for scripture and share notes later
- ◆ Deepen your understanding of scriptures through the lens of the marginalized. Resources for reflection include Ernesto Cardenal's *Gospel of Solentiname*, Robert MacAfee Brown's *Reading Scriptures with Third World Eyes* and Ched Meyers' *The Biblical Vision of Sabbath Economics*.
- ◆ Compose standardized prayers of the faithful to remember the needs of your partner in mass
- ◆ Jointly create a partnership prayer with your partner and pray it at Sunday masses
- ◆ Teach songs and hymns of partner country to parish choirs
- ◆ Record the choir and send to partner and vice versa
- ◆ Connect like actors (e.g. catechists with catechists, teachers with teachers, women's groups to women's groups, etc.), especially during delegation visits
- ◆ Exchange descriptions of how each partner celebrates Easter, Christmas, etc.
- ◆ Share Catechetical materials
- ◆ Celebrate your parish partner's feast day, and vice versa

Engage youth:

- ✦ Hold a Global Solidarity Week or Day at middle or secondary school (see education.crs.org for a ready-made resource)
- ✦ Encourage teachers and DREs to incorporate the partner country into their lesson plans.
- ✦ Teach the art and music of the partner country and exchange children's drawings, etc.
- ✦ Invite people who have gone on delegations to the partner or invite a visiting delegation to give presentations to students.
- ✦ Invite returned or visiting missionaries serving in the region of your partnership to give a talk to students.
- ✦ Plan a youth retreat to raise awareness of the issue of hunger, and supplement with information about hunger in your partner parish or country (CRS' *Food Fast* program is one resource).
- ✦ Connect youth in your parish to youth in your partner parish through an exchange of photographs, music, or class letters.
- ✦ Subsidize the participation of youth from your partner parish in youth conventions or World Youth Day, and then meet up with the sponsored youth at the event.
- ✦ Use the sale of Fair Trade Chocolate as a fundraiser for partnership activities and as a way to educate about the role of fair trade in the global economic system
- ✦ Engage in creative fundraising activities that allow youth to learn about the partner country or to compete with other classrooms

CRS Justice Education Resources

EDUCATION GOING GLOBAL WITH YOUTH

ministers. Visit education.crs.org to access lesson plans, prayer services, retreat models, stories, and additional resources and links for CRS and its partners. You can also sign up for the monthly e-newsletter, *Going Global with Youth*. Check back regularly for continued updates, new resources, and featured ideas from educators and youth ministers across the country. To obtain more information or to submit general feedback, email us at education@crs.org.

To further our commitment to fostering education for US Catholic youth around Catholic Social Teaching, and in particular issues of global solidarity, Catholic Relief Services announces the launch of its website for high school educators and youth



Food Fast is a **24-hour hunger awareness program** designed to engage teenagers in addressing the needs of their brothers and sisters around the world. Materials include a Coordinator's Manual, a multi-media CD ROM and videos on CRS' work with food security in Niger, youth in peacebuilding camps in Rwanda, girls' education to combat child labor in India, and communities impacted by HIV/AIDS in sub-Saharan Africa. It is a great program to use in Confirmation preparation, as a high school retreat, or for a Lenten retreat for youth groups. Food Fast is unique from other hunger awareness programs in

that it looks at hunger and poverty issues through the lens of Catholic Social Teaching. The Food Fast website contains downloadable versions of previous *Coordinator's Manual* and other resources and opportunities for youth to post their thoughts in a secure Bulletin Board as well as pray with youth groups holding a Food Fast retreat. Free BILINGUAL materials can also be ordered online at www.foodfast.org.



The **CRS Economic Justice Program** unites the two constituencies that CRS serves--poor people overseas and Catholics in the United States--in direct, mutually beneficial relationships. CRS currently promotes fair trade coffee, chocolate and handcrafts. CRS works overseas to provide assistance to struggling low-income coffee farmers. Here in the United States, CRS supports those farmers by promoting **Fair Trade Coffee** through our U.S. partner coffee companies. **Divine Chocolate** is one of the world's best tasting brands of chocolate and it is the world's first farmer-owned Fair Trade chocolate company! Catholic Relief Services and A Greater Gift bring you high quality, fairly traded handcrafts and gourmet food items from low-income producers all over the world through the **Work of Human Hands** program. Still learning about Fair Trade? Need materials to help educate others about how Fair Trade can make the world a better place? Need a fundraiser that you can feel good about, helping your community and poor farmers in other parts of the world? Visit <http://www.crsfairtrade.org> to order free Fair Trade educational resources, or download them directly from your computer.



For over 30 years, **Operation Rice Bowl** has been bringing families, parishes, schools and other faith communities together during the Lenten Season to [pray](#), [fast](#), [learn](#) and [give](#). Operation Rice Bowl challenges us to put our faith into action and walk in solidarity with our neighbors in need all around the world. In addition to the Rice Bowl itself, educational resources include a Home Calendar Guide, video and an Educator's Guide with lesson plans and classroom activities broken down by grade level. A new resource for Lent includes an interactive participation chart, suitable for display in schools. To learn more or to order free BILINGUAL materials, visit <http://orb.crs.org>.



Cyber Bridges is a journey of discovery leading to cultural understanding and global youth leadership between US Catholic secondary students and youth in selected

countries throughout the CRS world. Employing information technology as one of the links, participants engage in dialogue, information sharing, collaborative activities, training and projects that work toward a shared vision of social justice and peace. Cyber Bridges is envisioned as providing the catalyst to lasting partnerships and expanded knowledge between American Catholic youth and marginalized overseas youth. Cyber Bridges provides the template for establishing exchanges where participants fill in the content, customizing each partnership to fit their unique realities. For more information, visit <http://cyberbridges.crs.org/>

FRONTIERS OF JUSTICE

In partnership with the NCEA Secondary Schools department, CRS offers an experience of global solidarity for a small group of Catholic high school teachers each summer. Through prayer and reflection on Catholic social teaching, the group connects with CRS' overseas work in education, health, agriculture, community banking, and peace-building, visiting development projects, meeting with communities, and discerning their role in the effort to educate for justice. Applications are available at www.crs.org/frontiersofjustice.

participants through the core themes of Catholic social teaching. Participants assume roles as refugees and experience life in a refugee camp before crossing back to the United States to engage in a simulated community-building activity. It can be done as one whole activity, or it can be broken down into six individual parts. The course can also be used in the context of a retreat which focuses on social concerns in the community. Now available on-line, you can download this resource directly at: <<http://www.usccb.org/cchd/5-239.pdf>>.

Solidarity with Africa

The Solidarity with Africa web page includes an Africa Retreat, School-Wide program and Africa and HIV/AIDS: A one-week curriculum for high schools and youth groups: http://www.crs.org/kids/portal/swa_introduction.htm

A compilation of all CRS high school resources focusing on Africa is available through the Africa Campaign. http://www.crs.org/get_involved/advocacy/africa_campaign/

A Catholic Call to Justice

CRS and the Catholic Campaign for Human Development (CCHD) teamed up to develop this interactive obstacle course that walks

CALLED TO WITNESS

An immersion program, in partnership with the National Federation of Catholic Youth Ministry, Called to Witness provides Catholic youth ministers in the United States with a global experience to help them call and empower young people to an active commitment to working for justice, peace and human dignity. Effort is made to emphasize CRS' work that aids young people, as well as provide an opportunity to interact with staff and partners in the host country in the effort to foster global solidarity partnerships. Download an application at www.crs.org/calledtowitness

Annotated Bibliography of the CRS website

Note: The CRS website is extensive! Listed here are those pages most relevant for justice educators.

EDUCATION & SOLIDARITY

http://education.crs.org/educational_resources.cfm

Numerous mini-curriculums, lesson plans and other educational resources are available for use in high schools and religious education programs. Highlights include the following:

- ***A Window into Afghanistan:*** A one-week unit that covers history, culture, Islam, women, and rebuilding a nation. Power point presentation included.
- ***Solidarity with Africa:*** Resources include an Africa Retreat, a School-Wide program and a one week curriculum on Africa and HIV/AIDS.

<http://education.crs.org/solidarity.cfm>

Global Solidarity Week: Check out this downloadable resource that provides a model for developing a global solidarity week for middle or high school.

http://education.crs.org/prayer_services.cfm

Visit this portion of the education website for **prayers and rituals** on diverse themes as Africa, Iraq, HIV/AIDS, and natural disasters. An additional link includes information on the book, *Prayers Without Borders, Celebrating Global Wisdom*, and an accompanying retreat. Prayers, wisdom stories and reflections from more than 25 countries where Catholic Relief Services works are set among stunning photos of the people the agency serves. Published in 2004 by Catholic Relief Services, the 122-page paperback and retreat provide a window on the spirituality that flows in and around relief and development work throughout the world.

<http://campus.crs.org>

The **CRS Campus Connection** is the place to find CRS activities and resources specifically geared towards college students, campus ministers, faculty and staff.

<http://www.crs.org/kids/>

The **CRS “KIDS” page** is geared to ages 8-13 and includes activities and games that help foster an awareness of the global family. This site can be a resource for high school students who are assisting with religious education or volunteering with children!

TAKE ACTION

http://www.crs.org/get_involved/advocacy/

Obtain a general overview of CRS advocacy issues as well as educational and prayer resources. Connect your students to foreign policy that impacts our neighbors around the world—through political science, theology & history classes

<http://actioncenter.crs.org>

Find information on the latest action alerts for legislative and policy issues. Elected officials’ contact information is also available. Sign up for the Advocate, a monthly e-newsletter full of resources.

<http://www.crsgifts.org>

The Project Catalog allows you to learn more about the community projects around the world that you can support through fundraising efforts.

<http://sudan.crs.org/>

The humanitarian crisis in the Darfur region of western Sudan continues to deteriorate in the face of waning international attention. A backgrounder, Power Point presentation, prayer service & more can be downloaded.

Advocacy in Partnership

Your parish partnership is a vehicle for societal transformation. Both you and your parish partner will enter into a rich relationship which brings many gifts with it, among them the opportunity to witness with your own eyes and hear directly from your partner their daily reality. Through this unique opportunity, you will gain knowledge of each other's personal, economic and social realities, and begin to understand the injustices that your partner confronts daily both on a personal and structural level. This leads to an acute awareness of how unjust structures are leaving some people with barely the means to survive, while others have more than they will ever need.

When I give bread to the poor, they call me a saint; but when I ask why people are poor, they call me a communist.

- Dom Helder Camara,
Bishop of Recife, Brazil

It is this awareness that leaves all of us, especially as Catholics, with a tremendous responsibility to work to change those structures. We are called to advocate for our sisters and brothers around the world to remove the structural impediments to justice. U.S. citizens especially, have a responsibility to work for policy change as the U.S. government has an inordinate amount of influence over international trade, economic and military policies, as well as other nations' domestic policies. Any genuine manifestation of solidarity will involve advocacy for justice for our sisters and brothers in our partner community and in other parts of the world.

The U.S. Catholic Bishops in their statement *Faithful Citizenship: A Catholic Call to Political Responsibility*, state:

In a world where one-fifth of the population survives on less than one dollar per day, where some twenty countries are involved in major armed conflict, and where poverty, corruption, and repressive regimes bring untold suffering to millions of people, we simply cannot remain indifferent. As a wealthy and powerful nation, the United States has the capacity and the responsibility to address this scandal of poverty and underdevelopment....

The United States should take a leading role in helping to alleviate global poverty through a comprehensive development agenda, including substantially increased development aid for the poorest countries, more equitable trade policies, and continuing efforts to relieve the crushing burdens of debt and disease....

As citizens and residents of the United States, we have the duty to participate now and in the future in the debates and choices over the values, vision, and leaders that will guide our nation.

In light of this call to action by our Church leaders, the following pages offer a few ideas and resources for responding within the context of your parish partnership.

How to do advocacy in partnership

1. Choose the issue.

- Mutually define an issue(s) of concern with your partner

2. Educate your parish.

- Communicate with designated person in your partner parish who knows the issue and can provide information about their lived reality of that issue
- Sign up with legislative networks to receive action alerts and information on global, regional and local issues
- Research who in your diocese does social justice/advocacy (Social Action Office, Office for Peace & Justice, etc.) for possible training, resources, and action opportunities
- Use special events – World AIDS Day, Earth Day, National Migration Week – to highlight the issue in your partner parish and on a global scale

3. Act!

- Have a letter-writing campaign after mass about an issue that affects your partner
- Create an e-mail listserve of people ready to respond when urgent issues arise that need action
- Develop relationship with your congress people to become trusted source of information for them
- Take visiting delegates to visit your Congress people in their home offices

Catholic Relief Services Resources for Advocacy

Below are some of the resources, campaigns and services CRS can offer in your advocacy efforts. There are also a host of resources and websites which can easily be found on the internet that are dedicated to specific countries or regions, providing information and opportunities for engagement.

Working to Create a Just World

Working from the perspective of Catholic Social Teaching, CRS collaborates with the U.S. Conference of Catholic Bishops (USCCB), to develop and advocate for U.S. policies and practices that promote justice and social responsibility worldwide.

CRS seeks to mobilize Catholics throughout the United States to join in this effort by educating themselves and others on the issues that affect the world's poor, contacting their elected officials on important pieces of legislation and incorporating these concerns into prayer and liturgy.

The following resources are available for you to become a CRS advocate:

CRS Legislative Network

By joining our grassroots network, members receive a monthly newsletter, updates and action alerts that they can use to advocate for legislation that benefits the world's poor. Our web-based resources make advocacy easy. Sign up online at www.crs.org/legislativenetwork.cfm or contact us for more information.

Advocacy resources

Our free backgrounders, prayer services and discussion guides help to raise awareness on important global issues like increasing foreign development assistance and fighting global HIV/AIDS. Visit our website at <http://advocacy.crs.org> or contact us for more information.

Campaigns

CRS is engaged in several campaigns that invite Catholics in the United States to join in the battle against poverty, disease, and conflict.

The CRS ***Africa Rising! Hope and Healing Campaign*** invites Catholics in the United States to join CRS in the battle against HIV/AIDS, conflict and poverty in Africa. Our resources educate on Africa's strengths and challenges and provide opportunities to advocate for U.S. policies that benefit Africa's poor. For more information, visit www.crs.org/africacampaign.cfm.

Together with the U.S. Conference of Catholic Bishops, CRS is participating in the ***Catholic Campaign Against Global Poverty*** (www.crs.org/globalpoverty), the ***Justice for Immigrants Campaign*** (www.justiceforimmigrants.org), and the ***Campaign for Peace in the Holy Land*** (www.usccb.org/sdwp/international/holylandpeace.htm). Visit the campaign websites for more information and resources.

Trainings, workshops, speakers and conferences

We provide advocacy trainings, workshops, keynote events and help plan conferences on global issues of concern to CRS. They range from a general introduction to advocacy to advanced lobbying and capacity building, media activism and issue specific briefings. We aim to tailor the trainings to fit your needs.

Below are a few ideas for using these resources in your parish:

- Include brief articles about key legislative issues in newsletters. Our monthly newsletter, *The Advocate*, provides concise summaries that you are welcome to reprint.
- Distribute CRS action alerts at meetings. We can send you easy-to-copy, one-page handouts that explain the legislation and provide tips for calling or writing officials.
- Use CRS info sheets to help members learn more about issues such as HIV/AIDS and hunger.
- Use CRS prayer resources to open or close your gatherings.
- Invite a speaker from CRS to present at your next event. We are happy to help connect themes of faithful citizenship and the U.S. bishops' call to global solidarity to the work of your group. Our special campaign on Africa, *Africa Rising! Hope and Healing* also offers many opportunities for presentations.

For more information, contact:

Catholic Relief Services

209 West Fayette Street

Baltimore, MD 21201-3443

Phone: 866-608-5978

Email: advocacy@crs.org

Website: <http://advocacy.crs.org>

Reciprocal Delegations

Delegations are the glue that hold a relationship together. It is important to take advantage of these face-to-face interactions as opportunities to deepen not only individual relationships between community members and visiting delegates, but the relationship between the two communities. The following pages provide suggestions and tips for planning delegations overseas, as well as hosting delegations from your parish partner. In a mutual partnership, it is important that both parishes have the opportunity to learn first-hand about the parish they are in partnership with. Providing a solid orientation for parishioners before a delegation and follow-up debriefing upon return is important to ensure a more meaningful and transformative experience. Following this chapter are a host of resources for providing orientation to delegates.

Planning Delegations

Clarifying objectives and expectations

Before you decide to visit, you should be invited—or at least make the decision to visit in conjunction with your parish partner. Once the invitation is clear, the two parishes, through their leaders or committee, should determine the goals or objectives of the delegation for the larger partnership. This ensures a mutual planning process and sets up clear expectations on both sides as to what should be accomplished during the visit. It is vital that the parishes capitalize on the face-to-face time during delegations to plan and assess the partnership and move the partnership to deeper levels of relationship.

Partners should also clarify financial arrangements, including less evident costs that could be burdensome for the host church such as special meals for the delegation, local vehicle and fuel costs, bottled water, etc. It is important to determine beforehand who is financially responsible for what. Also, partners should clarify who is responsible for taking care of other arrangements (e.g. setting up international travel, on-the-ground transportation, housing, meals, etc.).

In addition to the objectives determined by the leadership in both parishes, individual delegates may also have their own hopes and goals for the visit. These can be communicated on their application form, or in a personal profile, to be shared with the hosting parish. It is important to be sensitive to cultural factors in this process, as many overseas partners will be eager to try to accommodate every wish of their visitors, as well as take them to see every feature of their

community. This may require extensive planning and/or resources, and may also imply a packed schedule that will leave visitors so exhausted they cannot fully appreciate the experience. It is important for the visitors to be aware of this in expressing their hopes and expectations for a visit. It is also important to maintain continuous dialogue in planning the itinerary so that partners can be able to express any concerns and questions about the itinerary. Past delegates particularly may be able to provide feedback on what would be a reasonable itinerary of activities.

Choosing participants

Establish a mechanism and a committee (if not the existing partnership committee) to select participants. Determine and explain the criteria and expectations ahead of time to everyone who is interested. For example: What is the commitment to orientation and debriefing sessions? What commitment is required of delegates after the experience? What is the responsibility of delegates for fundraising?

Other qualities to consider in selecting delegates might be:

- Openness to listening and learning in a cross-cultural experience
- Ability to be gracious and flexible in new and different situations
- Openness to other political/economic/social ideas and situations
- Good physical and emotional health (the place you are visiting may not have the resources to accommodate special needs)
- Ability and time to communicate experience upon return home
- Representation of various ministries and of the age and ethnic diversity of the parish

A formal application process provides transparency to the process and is the best way to clarify trip requirements, understand people's motivations for traveling, and assess their ongoing commitment to the partnership. It is important that delegates be prepared to commit themselves in some way to the partnership after the delegation experience and begin to reflect on that commitment long before the actual trip.

Delegation planning timeline

9 months ahead of delegation date:

- define goals and expectations of the delegation for the partnership; think about how this will impact who should be included on this specific delegation.
- define size of the group
- establish a process for selecting delegates and invite potential delegates to apply
- determine budget and clarify financial responsibility of each parish
- develop a fundraising plan

6 months ahead of delegation date:

- select delegates and send list to host parish
- determine when the pre-trip orientation will take place

- plan and develop pre-trip orientation
- send profiles of each delegate to host parish
- begin the visa application process
- determine need for immunizations (some require a series over a few months)
- implement fund-raising plan
- coordinate with host parish to begin arranging itinerary and logistics*

3 months ahead of delegation date:

- communicate to host parish who has obtained visas
- consider special travel considerations (e.g. any delegates leaving early or staying later)
- purchase flights
- host parish should secure host families or other housing
- conduct pre-trip orientation
- compile contact information of delegates & emergency contact information for delegates & hosts

1 month ahead of delegation date:

- confirm final logistics and itinerary with host parish
- continue pre-trip orientation
- host parish should orient host families
- partners determine together the agenda of joint partnership meeting to occur during the delegation
- schedule post-trip debriefing
- have a commissioning service for delegates before leaving

One note of caution: For delegations from overseas to the U.S., the application process for U.S. visas has proven very challenging in recent years. You should work closely with your partner to ensure they have the necessary letters of support and other documentation from your end. Your partner should request the appointments with the U.S. Consulate in their country with plenty of time in advance of the delegation.

*Planning the itinerary with hosts:

- Encourage hosts not to over-plan, as people will need time to reflect on and process their experience. Also, they should take into account particular circumstances and health limitations of delegates.
- Both parishes should commit to including specific time during every delegation for a joint partnership meeting to plan and assess the partnership. One day is ideal, a minimum of half day should be allotted.

- A local orientation by the host parish upon arrival helps to prepare delegates and invites open dialogue about cultural differences, questions, or concerns. This orientation might include an overview of the detailed itinerary, an introduction to parish ministries and structures, and basic information about the country, region and local culture. This also clearly establishes the local parish as the host of the visit.
- In pre-trip communications, identify any opportunities for sharing expertise or cultural displays (e.g. performing a local song or dance, teaching handicrafts, offering ministerial workshops, etc.)

Work Teams/Service Trips

While we are often eager to “do something” when we are visiting our partners, it is important to carefully reflect on the implications of prioritizing this within a delegation visit, when trying to build a mutual relationship based on solidarity. Below are some questions that your parish committee, or whoever is planning delegations, should honestly reflect on when considering planning work teams/service trips to your partner.

- Has your partner identified the need for this type of work or professional contribution?
- Is your partner participating fully in the planning, decision-making, and implementation of this mission trip, or is it a one-sided “helping”?
- Are activities for deepening the relationship central and intentional in the trip, or are they tangential to “getting something done”?
- Is this mission trip or activity exacerbating, or breaking down, the historic feelings of superiority and inferiority?
- Are you potentially displacing local laborers in providing this service?
- Is this effort sustainable after the group departs? Will someone locally provide the necessary follow-up?
- Is this labor/professional contribution culturally appropriate?
- Are you seeking opportunities to teach and learn skills, rather than simply “doing for” your partner?
- Does the trip incorporate the opportunity to reflect together on sacred scriptures and our faith, and so deepen our understanding of our faith as when it is seen through the eyes of others?
- Is the mission trip helping both you and your partner to learn about the root causes of the injustice affecting your partner---the economic and political forces and systems which are at play? Does the trip include opportunities to brainstorm ways to work together to address these systems of injustice?
- Have participants made a commitment to continue to serve this community after the trip, in educating others, advocating for change, and promoting the partnership in their own community?

Hosting Delegations

In true partnership, it is important that both partners have the opportunity to see where the other comes from, understand their reality, and experience their hospitality. This takes the relationship to a deeper level, and reinforces the sense of mutuality and sharing. Hosting delegations from your partner can also be a great way to raise awareness in your parish about the relationship, as well as get many more people interested and involved. It is also an opportunity for your partner to share their culture and faith traditions with a much broader audience in the parish. Advance planning and consistent communication both between the two parishes and within the hosting parish are absolutely essential for all of this to happen successfully. It is often best to form a dedicated team (perhaps 3 to 5 people) to plan and coordinate the visit, which would be responsible to the parish partnership committee, or other parish leadership. Below are some suggestions and tips for preparing to host a delegation from your partner.

Checklist when hosting delegations

Orientation:

- ✓ Provide orientation to host families
- ✓ Provide information to visitors before coming about what they can expect re: itinerary, who they will meet, weather, presentations or talks to be prepared*, etc.

Visas:

- ✓ Provide letter of invitation with delegates' information to the overseas US Embassy
- ✓ Request a letter from your U.S. Congressperson in support of visas (recommended)
- ✓ Clarify who will provide for the costs associated with visa applications

Transportation:

- ✓ Flights from overseas
- ✓ To and from airport
- ✓ During their stay

Accommodation & meals:

- ✓ Secure host families
- ✓ Reserve group accommodation when not with families (e.g. retreat center)
- ✓ Provide for special group meals

Planning the itinerary => After partners have consulted each other on expectations and objectives of the visit, the following kinds of activities can be included:

- ✓ Welcome reception or other big partnership celebration event
- ✓ Orientation for delegates upon arrival
- ✓ Joint partnership meeting

- ✓ Working meetings with relevant entities to move partnership activities and projects forward
- ✓ Visits to parish ministries and outreach
- ✓ Delegate talks at schools, parishes, small parish groups
- ✓ Time for delegates to reflect together
- ✓ Opportunities to share faith and/or reflect together on Scriptures
- ✓ Sightseeing
- ✓ Shopping excursions

Other details:

- ✓ Create welcome packets (including detailed itinerary)
- ✓ Provide phone cards and if appropriate small amount of cash for delegates to be able to purchase personal items, snacks, etc.
- ✓ Exchange of symbolic gifts
- ✓ Share itinerary with the parish in parish bulletins or on notice boards
- ✓ Plan for translation if necessary
- ✓ Consider purchasing temporary medical insurance for visitors. A good option is International SOS - www.internationalsos.com
- ✓ Designate emergency contact person

*Be sure to create opportunities for listening as well as “showing.” Listening is receiving, and receiving is allowing yourself to be changed by someone else. Encourage your guests to share their personal stories. You may want to suggest that delegates prepare a short presentation to share with groups. Some topics could include: a typical day in their life; a particular tradition, ritual or saying from their culture; the meaning of life lived in their country or cultural context; the significance of community vs. the individual in their culture; how the Catholic faith is lived out in their cultural context; etc.

A note on culture

Often our guests come from cultures that excel at hospitality. We can learn from their example. Help your parish to be demonstrative of how pleased they are to meet your visitors. Formal welcomes, personal introductions, and small token gifts can convey the importance your parish places on their visit. You may consider hosting a social event where parishioners meet, greet and eat with your guests. Nametags, with the first names in large print, can be very helpful in fostering easier communication between your guests and parishioners.

Also, Americans are much more “schedule oriented” than many other cultures. You may need to gently shepherd your guests from activity to activity.

Tips for Host Families

(Developed from resources from the dioceses of St. Cloud, MN and Madison, WI)

Culture

- Often our guests come from cultures that excel at hospitality. Offering a drink upon arrival is often practiced in other cultures, and is a good way to start off with a warm welcome to our own homes.
- Americans are much more “schedule oriented” than many other cultures. You may need to help gently shepherd your guests from activity to activity.

Food

- If you notice that your guest has an upset stomach, or is not eating with “gusto,” try offering fresh fruits and vegetables, bread, rice, and chicken. These are things with which they are likely familiar.
- Be alert to the fact that portion sizes in the U.S. tend to be much larger and your guests may only eat a portion of what is offered to them.
- In many other cultures people drink tea more than coffee. Beer and soda are also familiar beverages to offer.
- If you serve steak that is not “well done”, you may want to reassure your guest that beef (and all food) in the USA is safe from disease.
- You can reassure your guest that water from the tap is safe to drink.

Hygiene

- It might be a nice courtesy to offer to wash your guest’s clothing after a few days have gone by. They may be interested in seeing how the wash is done here. Their all-cotton clothes should be washed in COLD water and hung on the line to dry or they may shrink.
- Offer the use of your iron and ironing board. You may want to ask the men if there is anything you can iron for them as they may not be used to ironing.
- As a courtesy, when your guest arrives, demonstrate how to work lights, sinks (both HOT and COLD faucets), showers, and toilets. (In many countries, pipes cannot support toilet paper, thus toilet paper is thrown in a wastebasket next to the toilet. If you notice that your guest is throwing toilet paper in the bathroom wastebasket, you might tell them that toilet paper can go into the toilet.)

Financial/Gift-giving

- It is acceptable to give token gifts to your visitors – things that will be reminders of their visit to your area, or will help them share their experience when they return home (e.g. photos of their time in your parish). Please do not make this an extravagant or expensive item, and remember that they need to pack it for the trip home.
- If your guest asks for your financial support for a personal cause, you can respond in this fashion. “I’m sorry. All the financial components of the partnership need to go through the partnership committee. I can’t give you a personal donation.”

Other

- Provide extra, warm blankets at night.
- Please provide warm outer clothing for your guest if they have none in their possession. Winter jackets may be more appropriate for them during a Northern Spring than spring jackets. You could offer them both something heavy and something a little lighter so that they can dress comfortably.
- Consider providing some reading materials (popular magazines, a local newspaper) for your guest that they could take with them when they return home.
- It can be very difficult to capture and remember lots of new names. It might be a nice courtesy to write down the names of family members and others with whom your guest will be spending time.
- As with any guest, be aware of your guest's possible sensitivity to smoke if someone in your family smokes. Likewise, if your guest smokes and it bothers anyone in the family, feel free to ask them to step outside to smoke.
- Shopping malls and department stores can be dizzying experiences for people accustomed to open markets and small stores. To others they might be a curiosity. The important thing is to be sensitive to your guest and try to notice and understand when they are uncomfortable in any situation that we may take for granted
- Be sensitive to your guest's energy level. It is exhausting to be in a new culture. Communication is the key to gauging if your guest needs to go to bed early, or wants to use every moment of their short visit to see everything they can.

Enjoy your visitors!

Visas for delegates to the U.S.
(adapted from the Lutheran Companion Synods Program)

Your guests need to secure non-immigrant visas in order to be admitted to the United States. For information on the overall visa process, visit the U.S. Department of State website www.unitedstatesvisas.gov.

Through their applications and in personal interviews, applicants for U.S. visas must convince consular officers that they will not overstay their visa to remain illegally in the U.S. and that they are not terrorists. There are a variety of reasons why people from your partner parish may have a difficult time obtaining visas:

- Church members are just as likely as non-church members to overstay a visa and remain in the U.S. illegally;
- Some countries are statistically high on the list of people who remain illegally in the U.S. and delegates from there will have a more difficult time getting visas;
- It is difficult for males, singles, or young people under 30 to get visas because consular officers feel that they are less likely to return
- It is difficult for anyone earning less than \$1,000 a month to get a visa.

To increase the likelihood of admission, guests who are young, single, and earning less than \$1000 a month can bring along these items to their interview:

- A deed to land and/or a home
- Current bank statement and a letter from the bank stating how long the person has had an account
- Letters from their own church showing that have been a member for a long time
- Letters from employers showing that they have held their job for a long time
- Anything to prove deep roots in their community such as letters from local institutions (ward, community, or district councils)

Providing your visitors with detailed itineraries can help. An interview with a U.S. consular officer lasts approximately two minutes and thirty seconds. The prospective guest must answer a series of very personal and often culturally insensitive questions very briefly and clearly. Often these questions concern where the person is going and what he or she will be doing on arrival. You can help by providing a detailed itinerary that includes where the person will go, who he/she will meet with, and the purpose of the meeting. For example, instead of writing “July 1: visit St. Paul’s Church,” write something like “July 1: Visit St. Paul’s Church, Harrisburg, Pennsylvania, to speak to the St. Paul’s women’s group about women’s ministry in Tanzania.”

Practicing ahead of time is a good idea. Ask your guests to practice the interview beforehand with someone who has gone through the process. They should practice answering rapid-fire questions like: Where are you going? What is the purpose of your journey? Who will you meet with? How much money did you make last year? Do you own a home? People who have gone through the process make very effective coaches!

Delegation Orientation

Delegation Orientation Basics

Providing thoughtful orientation to parishioners before traveling to visit your partner can greatly enhance the experience for delegates, as well as contribute to the deepening of the partnership between the two communities. Any delegation orientation should include the following basic components.

Introduction and team-building – Provide an opportunity for delegates to get to know one another and begin to develop a sense of cohesiveness and trust as a group.

Trip objectives – Clarify trip objectives, which should have been determined between the two parishes' committees, and the delegates' roles in meeting them.

History of the partnership – Invite the partnership committee or leadership team to share the history of the relationship and any agreements or plans that have been developed with the partner.

Roles & expectations of the delegates – Review and assign individual roles for each delegate and clarify basic expectations and ground rules. You may also want to address the issue of giving gifts in a way that does not create inequity or unrealistic expectations of future delegations.

Commitment – Long before going on a trip, delegates should discern and articulate what will be their ongoing commitment to the partnership once they return to their home community.

Destination and culture – Invite the partnership committee, past delegates, local immigrants, or returned missionaries to provide basic information about the country, region, and parish to be visited, as well as guidance and tips for interacting in the culture there.

Language – Create an opportunity for delegates to learn and practice basic phrases and greetings in the local language of partner.

Itinerary – Provide delegates with an overview of the general travel itinerary and offer them a chance to ask questions and voice concerns. Here it is important to remind

delegates that flexibility is the most important thing to bring along on the trip. Schedules are not rigidly adhered to as they are in the U.S.

Packing, safety, health – Review with delegates the basics of what to pack, what vaccinations and medicines to get before traveling, what health precautions to take while overseas, and other general safety tips.

Paperwork – Ensure that delegates have filled out all the necessary forms and provided emergency contact information for family in the U.S. Also be sure to provide delegates with the contact information of their hosts to leave with their families.

After the delegation

After the delegation, partnership leaders should provide a designated time for delegates to debrief the experience, evaluate the trip, and re-commit to their planned activities to support the partnership upon return. Here they can also share stories and photos, and perhaps begin to craft their own group story about the trip to share with the wider parish.

The following pages include a variety of handouts and resources that you may use or adapt in preparing parishioners for a delegation to visit your parish partner. These do not represent a comprehensive orientation, they are simply provided as potential supplements to your own local resources and knowledge. They are listed below.

Expectations & Responsibilities

Expectations & Ground Rules
Roles & Responsibilities

Cultural Resources

Recognizing US Cultural Values exercise
Vocabulary worksheet to fill in before a trip

Articles for Reflection

To Give or Not to Give... gifts
The Cost of Short Term Missions

Travel Information

Checklist of Health & Safety Actions
Packing List
Top 10 Tips for Travelers

Helpful Forms

Delegate Profile & Application
Mandatory Information Form

Expectations & Ground Rules

Expectations of participants

- Be aware of each day’s agenda and do your best to always be on time
- Participate and be engaged in all group activities
- Ask questions – no question is a “dumb” question
- All ideas and input from group members will be respected
- The group leader should always know the participants’ whereabouts
- Be mindful of and open to cultural lessons and any related feedback
- Follow the decision-making process agreed upon by the group
- Participation in reflections or attendance at Mass will be predetermined by group

Group-generated Ground Rules

Offer the group the opportunity to establish any other ground rules for the trip.

- _____

- _____

- _____

- _____

Roles and Responsibilities

Based on the delegates' own gifts and talents, each person should volunteer to serve in at least one of the following capacities during all phases of the delegation – preparation & orientation, the trip itself, as well as post-trip activities. (Adapt the list as needed for your group)

Archivist: (keeps record of group's activities)

Banker:

Gift-giving coordinators:

Photographer: (note: when there are just one or two designated photographers, it creates a more comfortable climate for visiting with our hosts. The photos will be shared with the whole group.)

Videographer:

Spokesperson for home parish:

Introductions to groups/individuals visited:

Coordinate prayer/reflections during trip:

Music coordinator:

Medical resource:

Taskmaster: (keeps the group on time and on task, while being sensitive to the cultural context)

Water patrol: (ensures fellow travelers have sufficient drinking water and stay hydrated)

Attendance taker:

Recognizing U.S. American Cultural Values

Exercise taken from the Lutheran Companion Synods Program

The below exercise can be done within the context of a delegation orientation session. Advance preparation by a leader or facilitator is required.

Materials

- ☑ One set of Value Cards for each group of 3-5 people (see below)
- ☑ One roll of masking tape for each group
- ☑ A copy of L. Robert Kohls' article, "The Values Americans Live By," available at several Websites. (Type "Robert Kohls Values Americans Live By" into a search engine to find downloadable copies in Microsoft Word ® or PDF.)

Before the session

To prepare yourself to lead this exercise, download and read Kohls' paper, which was written to help visitors to the United States understand American values. Make copies for everyone in the group to take home and read after the orientation.

Reflect upon your own experience in your companion's country to identify values that it holds—and how they contrast with "typical" U.S. values.

Create a set of Value Cards for the U.S. Values activity. On separate index cards, print these words clearly:

| | |
|--|-----------------------------|
| Control over time | Cooperation |
| Close human interaction | Future orientation |
| Control over environment/ responsibility | Past orientation |
| Fate/destiny | Action/work orientation |
| Change seen as natural/positive | "Being" orientation |
| Stability/tradition/continuity | Informality |
| Equality/fairness | Formality |
| Hierarchy/rank/status | Directness/openness/honesty |
| Individualism/independence | Indirectness/ritual/ "face" |
| Group welfare/dependence | Practicality/efficiency |
| Self-help/initiative | Idealism/theory |
| Birthright/inheritance | Materialism/acquisitiveness |
| Competition | Spirituality/detachment |

Make a set of cards for each small group of 3-5 people.

Introduce the exercise

Cross-cultural consultant L. Robert Kohls has developed a list of 13 basic North American values. While not every person holds to every value listed, these values reflect the general society in the United States.

Give each group a set of Value Cards. Let them know in a few minutes, they will be asked to sort the values into two categories—“typical” U.S. values, and values that are not typical to the U.S. Let them know that the objective of this exercise is to begin to identify values that are so deeply ingrained in our culture that we don’t even see them—so that we can keep from stumbling over them on the journey.

Explain that there are 26 cards in all that can be grouped into 13 pairs. Ask each group to take the next 15 minutes to discuss each value and identify the 13 that they consider “North American.” Ask them to pair each “North American” value with its non-North American complement (e.g., “informal” and “formal.”) Encourage them to take their time with this, to really explore and share why they feel a particular value is North American. They can share stories, examples; be personal.

Activity

20 minutes

Groups work independently for 20 minutes. Give a five-minute warning so they can bring their work to a conclusion.

Reporting and Discussion

30 minutes

Using the masking tape, each group displays its pairings on a wall near them. Go around in a circle and ask each group to introduce its pairings and give its rationales for its choices.

After all groups have reported, examine the values where there wasn’t agreement. Remind participants that culture is internalized as patterns of thinking and behaving that are believed, in a particular culture, to be “normal”— simply the way things are. What Kohls calls “North American values” come from the dominant patterns of thinking and behaving of mainstream America—composed primarily but not exclusively of members of the white middle class. If your delegation is diverse, everyone may not share these values!

Remind participants that on this trip, they will be “crossing cultures.” A common stumbling block in crossing cultures is to universalize your own values—to make the values of your own culture into a norm that you expect everyone in the world to meet! Americans have ideas and values that are not always embraced by other cultures. For example, we might consider someone rude or irresponsible for being 20 minutes late, but in another culture, we may be considered rude for abruptly ending a conversation so we can stick to our schedule.

Gaining cultural self-awareness is important, because understanding and recognizing our culture’s ideas and values will help us be aware of the “cultural blinders” that may cause us to make assumptions about others that are not accurate. Also, by understanding that values vary from place to place, we can avoid judging other values and calling them “right” or “wrong.”

To conclude this section, congratulate everyone for taking an important first step toward cultural self-awareness. Remind them that it is important to become more conscious and knowledgeable about how our own culture has conditioned our way of thinking, and planted

within us the values and assumptions that govern our behaviors. This is especially important in visiting a partner parish, because we are deepening relationships with people who have been raised under another set of values. Neither one is right or wrong!

Assign homework

Hand out the Kohls paper and ask participants to read it. If you are having a follow-up orientation session, discuss the article together then.

Follow-up discussion on article

20 minutes

Invite participants to take a few moments to discuss the Kohls paper on U.S. values. What part made the deepest impression? What was something surprising they learned? What did they agree with? Disagree with?

Take a few minutes to process the paper. The main point for participants to draw from the discussion is that all of us are ethnocentric. We use our own culture as the standard by which we make judgments about the rest of the world! Recognizing our ethnocentrism is a powerful first step in crossing cultures successfully.

Typical U.S. values compared with the counterpart values from a more traditional country (on the right):

| U.S. Values | Some Other Countries' Values |
|---------------------------------------|------------------------------|
| Personal Control over the Environment | Fate |
| Change | Tradition |
| Time and Its Control | Human Interaction |
| Equality | Hierarchy/Rank/Status |
| Individualism/ Privacy | Group's Welfare |
| Self-Help | Birthright Inheritance |
| Competition | Cooperation |
| Future Orientation | Past Orientation |
| Action/Work Orientation | "Being" Orientation |
| Informality | Formality |
| Directness/Openness/Honesty | Indirectness/Ritual/"Face" |
| Practicality/Efficiency | Idealism |
| Materialism/Acquisitiveness | Spiritualism/Detachment |

*From L. Robert Kohls' article, **The Values Americans Live By***

Vocabulary Worksheet

(Source: www.elca.org/globalmission/welcomeforward/)

Even if you can't speak the language of your hosts or guests, learning a few words can help foster communication. Below are some words and phrases that are useful to know. Try to find someone who speaks the language of the country who can help you translate the phrases. Perhaps your host, guest or a dictionary could help.

Please _____

Thank you _____

Hello _____

Good bye _____

I'm pleased to meet you _____

Good morning _____

Good evening _____

Good night _____

God be with you _____

Peace be with you _____

Breakfast _____

Lunch _____

Dinner/supper _____

Where is the restroom? _____

How much does this cost? _____

Very nice (general compliment) _____

Where is the church? _____

the hotel? _____ the market? _____

To Give or Not to Give... Gifts

Giving is good...isn't it? Then why should visitors to their partner parish refrain from bringing gifts?

There are many reasons that North American partners want to bring gifts when they travel:

- They want to help alleviate grave need in their partner community
- They want to respond to God's call to help the poor
- They want to be gracious guests and thank their hosts

If visitors are honest, however, there are other reasons, such as:

- Wanting to be accepted and liked
- Wanting to feel in control of the situation
- Wanting to be perceived as good and generous

When we are the guests of the poor, however, there are many reasons **not** to bring gifts.

- Giving gifts can emphasize a “donor-recipient” model of partnership that is not truly the focus of a partnership based in solidarity.
- Gift-giving can raise hopes among our partners about future delegations that may go unfulfilled, and this can weaken the partnership.
- Gifts can take the focus off of the personal connection, and introduce a material element to a relationship that can undermine it. (“I hope they bring baseball caps again when they come next year so my son can get one”)
- In the case of small gifts such as pencils, T-shirts, or candy, there are rarely, if ever, enough to go around. In a more community-centered culture than ours, such a situation can be truly destructive.
- Gift-giving distances us from the humbling experience of vulnerability that being guests of the poor offers, and the opportunity for personal transformation that goes with it.

Visitors often speak of the tremendous generosity and hospitality that they receive in their partner diocese. They find themselves in the paradoxical position of being wildly rich in comparison with their hosts, yet receiving food, shelter, and assistance from them in a thousand little daily things with which they are not familiar. Being the guest of the poor can involve uncomfortable accommodations, and daily activities that are unfamiliar and can even seem threatening. Visitors might experience feelings of uselessness, or feel as if they had returned to a state of childhood, where they are unable to function at the same level. The situations that can make us most uncomfortable overseas can be those that highlight the disparity in our income, lifestyle, or opportunities. These can affect us sometimes much more than difficulties arising from translation, an extreme climate, or strange food.

Is there any situation in which it is OK to give gifts?

There are many ways in which gift giving is acceptable. Below are some guidelines for gift giving.

1. It is much easier to determine how appropriate it might be to give gifts once a true relationship has been established. Refrain from taking any gifts on your first few visits to your partner.
2. Think in terms of giving gifts to the community rather than to individuals. Your delegation might decide to bring a handmade altar cloth or a beautiful cross for the church in your partner parish rather than individual T-shirts to hand out. Such gifts are symbolic and can be enjoyed by the whole community.
3. Only take gifts that the whole delegation or parish community has decided to give. Do not decide individually to bring gifts.
4. As a part of your parish partnership, you will be supporting your partner community materially in some way, usually through contributing financially to a project to benefit communities within the parish. This gift is meaningful and important, and you are assured that it will be distributed fairly and in accordance with the values of the community.
5. The most valuable gift is YOU! What “gifts” can you give without bringing material things? What talents do you have that you can share? Can your delegation practice a song to sing at Mass? Spending time with people, being genuinely interested in their lives, and taking time to listen to their stories is the best gift.
6. Don’t forget, the most powerful thing you can do that your partners cannot do is TELL THEIR STORY BACK HOME. Your commitment to raising awareness after you return from your trip and your work to promote the partnership is your gift to your partners. Although there is less recognition, give the gift of commitment and hard work to your partners. Share from your substance, not from your surplus.

As a guest of the poor, allow yourself to be a recipient as well as a giver. Be attentive to the gifts your partners give you. To be in the position to give is to be powerful. Let your partners be powerful – give them the gift of letting them give to you. It is wonderful to feel that they have something of value to share with someone else. The poor are used to having others come and share their wealth with them. Just for this week or two, let the poor share their wealth with you. That will be the best gift of all.

*Adapted from **People, Places, and Partnerships: A Workbook for Your Mission Trip Abroad**, by Sally Campbell-Evans.*

The Cost of Short Term Missions

North Americans spend millions of dollars each year on mission-related trips to developing nations. Many of these efforts do more harm than good.

By: Jo Ann Van Engen

A missionary friend just called to see if we would house a short-term mission group she was coordinating here in Honduras. While on the phone, I asked her what she thought of these groups. Her answer might surprise you: "Everyone knows," she said, "that short-term missions benefit the people who come, not the people here."

Is that true? If so, then thousands of people are raising millions of dollars each year to do something not for others, but for themselves. Are we fooling ourselves by pretending these trips help people when they are really just an excuse to see a foreign country? If our good works are not doing good, why do them?

Take this example. A group of eighteen students raised \$25,000 to fly to Honduras for spring break. They painted an orphanage, cleaned the playground, and played with the children. Everyone had a great time, and the children loved the extra attention. One student commented: "My trip to Honduras was such a blessing! It was amazing the way the staff cared for those children. I really grew as a Christian there."

The Honduran orphanage's yearly budget is \$45,000. That covers the staff's salaries, building maintenance, and food and clothes for the children. One staff member there confided, "The amount that group raised for their week here is more than half our working budget. We could have done so much with that money."

Times have changed. Missionaries used to raise small fortunes to sail to Africa and Asia, often never returning home. The decision to become a missionary was life changing and usually permanent.

Today, air travel makes even the farthest corners of the earth accessible to anyone with money for a ticket and a few days to spare. Thousands of people--students, retirees, and busy professionals--go all over the world on short-term mission trips, building schools, running medical brigades, doing street evangelism, and working in orphanages.

Don't misunderstand me. I'm not saying that everyone goes on short-term missions to get a free vacation. People usually sign up for very good reasons—a successful doctor wants to use her skills to help needy people, a young person seeks to share his faith with others, a construction worker knows that cement floors will keep poor children healthier.

But maybe you've noticed the same thing I have. When people return from their trip, they don't talk about what they did, as much as what they saw and how it changed them. They describe how amazing it was to worship with Christians in another language, or how humbling it was to encounter people who live with less than they could ever imagine. They don't often talk about the importance of what they did, but about how much they learned about themselves.

Certainly short-term mission trips can go beyond religious tourism and provide memorable experiences. My husband and I run a semester-abroad program in Honduras. The college students who study with us often

have been on previous international mission trips. They say these trips awakened their interest in the third world and the poor. For most, seeing a world outside North America that they had never imagined shook their reality and made them question their own lifestyles.

Our students call those experiences "life changing." But often that "life changing" experience is based on an emotional response to a situation they do not really understand. Too often the students return home simply counting the blessings they have of being North Americans having gained little insight into the causes of poverty and what can be done to alleviate them.

I think our students' experiences are typical. Most short-term mission trips have a number of problems in common.

First, short-term missions are extremely expensive. Each member of the spring-break group I mentioned raised over \$1,000 to spend two weeks in Honduras. That is a lot of money anywhere, but in the third world, it's more than most people make in an entire year.

Second, short-term mission groups almost always do work that could be done (and usually done better) by people of the country they visit. The spring-break group spent their time and money painting and cleaning the orphanage in Honduras. That money could have paid two Honduran painters who desperately needed the work, with enough left over to hire four new teachers, build a new dormitory, and provide each child with new clothes.

Even medical brigades are difficult to justify. The millions of dollars spent to send North American physicians to third-world countries could cover the salaries of thousands of underemployed doctors in those countries--doctors who need work and already understand the culture and language of the people they would serve.

Short-term groups are also unable to do effective evangelism, which is a main goal of many groups. Since most group members do not speak the language or understand the culture, their attempts are almost always limited. I know of one group that travelled all the way to Senegal to distribute copies of a Christian video to people on the street, but could not hold even the most basic conversation with these people.

How would we feel if visitors came to the United States to spend a week volunteering at the Salvation Army, ate only the food they brought from home, talked only with each other, (because they couldn't speak English) and never left the building? Most of us would feel offended and bewildered that our visitors were not interested in learning about our country.

But I have met many short-term groups in Honduras that do just that. They take along food they are used to (or eat every night at McDonald's or Pizza Hut), stay in the best hotels, and spend all their time together. They are willing to serve as long as it's not too uncomfortable. Often, they leave without having spent any meaningful time getting to know the country's people.

Short-term missions also require a great deal of time and coordination by their hosts. A Nicaraguan doctor I know runs a health clinic for poor families. He trains community workers to promote better health and treats serious illnesses at almost no charge. The clinic can barely keep up with the demand. But the doctor spends three months each year preparing for and hosting U.S. medical brigades. He admits that the brigades accomplish very little (visiting doctors mostly hand out aspirin for headaches and back pain), but hesitates to complain since the U.S. organization that promotes the brigades also funds his clinic.

Short-term groups can also send the wrong message to third- world people. A Honduran friend is a bricklayer and was excited to help a work team build two houses in his neighborhood. After the group left, I

asked him about his experience. "I found out soon enough that I was in the way. The group wanted to do things their way and made me feel like I didn't know what I was doing. I only helped the first day," he said.

Because short-term groups often want to solve problems quickly, they can make third-world Christians feel incapable of doing things on their own. Instead of working together with national Christians, many groups come with a let-the-North-Americans-do-it attitude that leaves nationals feeling frustrated and unappreciated. Since the groups are only around for about a week, the nationals end up having to pick up where they left off but without the sense of continuity and competence they might have had they been in charge from the beginning.

These problems are not just pesky details. They raise serious questions about the value of short-term mission trips.

So, what should we do? Declare a moratorium on all short-term missions and only support full-time workers? Refuse to give money to any group planning to visit a developing country?

I don't think that is the answer. Our world is becoming smaller, and global business has made us all neighbors. Our lives in North America have become inextricably linked with our brothers and sisters in the third-world. Now, more than ever, Christians need to share one another's problems and support one another.

But short-term missions as they stand are not the answer. Third-world people do not need more rich Christians coming to paint their church and make them feel inadequate. They do need more humble people willing to share in their lives and struggles.

I believe North American Christians need to start taking seriously our responsibility to the people of the third world--and visiting another country can be an appropriate place to begin. But we need to ask each other: What is the purpose of the trip? Are we going through the motions of helping the poor so we can congratulate ourselves afterwards? Or are we seeking to understand the lives of third-world people--to recognize and support their strengths and to try to understand the problems they face and our role in them? Are we ethnocentrically treating the people of the third-world as tragic objects to be rescued--or as equals to walk with and learn from?

I suggest we stop thinking about short-term missions as a service to perform and start thinking of them as a responsibility to learn. Let's raise money to send representatives to find out what our brothers and sisters are facing, what we can do to help, and how we can build long-term relationships with them.

Groups like the The Christian Commission for Development (CCD), in Honduras intentionally provide learning experiences to short-term groups. CCD accepts North Americans only if they are serious about learning. Their groups visit Christian development projects, speak with rural and urban poor, and dialogue with Honduran leaders.

The groups often spend some time working, but only on CCD's facilities, not in rural villages or poor neighborhoods. CCD recognizes that outside groups can unintentionally destroy the cohesion and sense of empowerment. Groups return to North America with a better understanding of the injustice and sin that oppresses people in developing nations, and what they can do to make a difference.

It is possible to change traditional short-term missions from religious tourism into genuine service, but it requires a better understanding of how God calls us to serve. Preparing for your trip means more than packing your suitcase and getting your shots. Read as much as you can about the people and culture. Find out what some of the problems are. Learn a little of the language you will be hearing. Find someone from the

country you will be visiting who can speak to your group about its culture. Show respect for people by knowing something about their lives before you arrive.

Second, focus on learning, not doing. Most Christians don't like sitting on their hands. We like to serve by doing. But in a third-world of high unemployment and low wages, it makes little sense to spend our time painting a wall, when we could be learning about the country, its people, and problems. Ask your contact person to set up visits and speakers who will help you understand questions like these: Why is this country so poor? What problems do the people face? What has our own country done to help or harm this country? What can we do to help? These are not questions with pat answers. Struggling with them is a learning experience that can have an impact long after the trip ended.

Spend time with locals. Make sure nationals are fully involved in your visit and follow their lead. If you are working on a project together, ask your national co-workers to teach you. If you have a skill they could use, ask if they would like to learn it. Ask questions about the lives and problems of the people you meet. Learning from the people of the country you visit will give you an understanding of the country that a foreigner cannot give.

One good rule of thumb for short-term missions is to spend at least as much money supporting the projects you visit as you spend on your trip. Invest your money in people and organizations working on long-term solutions. If you are interested in evangelism, support nationals who want to share the gospel. If you are concerned about the health issues, support programs that are seeking to address those problems. Better yet, find programs that minister to people holistically by meeting their spiritual, physical, social, emotional, and economic needs.

Finally, get involved as a global Christian when you return. By asking the right questions, you will find out how the actions of rich countries affect those in the third world. Support organizations working to fight injustice and poverty. Write letters to your congressional representatives telling them what you learned and what you believe our government should do. Speak to churches, schools, and other groups and encourage them to act.

Short-term missions are expensive. They spend money that third-world Christians could desperately use. But short-term missions can be worth every penny if they mark the beginning of a long-term relationship. Money invested in learning about the causes of poverty in developing nations--and what can be done--is money well spent.

*This article was originally published in **The Other Side**, January/February 2000 issue.*

Questions for delegation participants to consider:

- What from this article struck you?
- What new insights do you have about your upcoming trip?
- What might you do before, during and after the delegation to respond to what the author calls the “responsibility to learn”?
- How do you hope to “get involved as global Christians” upon return?

Questions for partnership leaders to consider:

- What new insights do you have on delegations your parish has taken in the past?
- How might you structure future delegations differently?
- What would you do differently before the delegation to help delegates fulfill their “responsibility to learn”?
- How can you support delegates to “get involved as global Christians” upon return?

Checklist of Health & Safety Actions

| Topic | Resources | Notes | Date completed |
|---|---|--|----------------|
| Passport | Follow directions for either renewal or 1 st time applicant http://travel.state.gov | <ul style="list-style-type: none"> • should be valid THROUGH expected date of return to U.S. • carry it on your person at all times • bring extra passport photos • make copies of passport – pack one in suitcase, leave one at home | |
| Visa | Embassy in U.S. of country to be visited, OR www.travisa.com/travelvisa.htm | <ul style="list-style-type: none"> • research if visa is needed before or at entry into country • if visa is needed before entry into country, decide how it will be secured – as a group or individually • fill out necessary forms and send or hand-carry all documentation to closest consulate • once received, carry it on your person at all times | |
| Travel medications and vaccinations | Centers for Disease Control & Prevention http://www.cdc.gov/travel | <ul style="list-style-type: none"> • make appt. at travel clinic 3 mo. in advance of trip • get a personal supply of antibiotic (e.g. Cipro) to treat severe infection or diarrhea • follow directions for any oral medications to be taken prior to trip • carry on your person - International Vaccination Record | |
| Prescription medications (for pre-existing conditions) | Your primary care physician & pharmacy | <ul style="list-style-type: none"> • bring meds for duration of trip in your carry-on • carry a letter from your physician listing medical conditions and current medications, including generic names • see packing list for suggested everyday meds, including Tylenol, antacids, anti-diarrheal | |
| Traveler's medical insurance | Your medical insurance provider, OR MEDEX www.medexassist.com | <ul style="list-style-type: none"> • call and ask regular provider what is covered by current policy (basic care overseas, emergency care or transport, medical evacuation) • seek additional coverage through MEDEX or another travel insurer • all travelers should obtain international coverage, including medical evacuation | |

| | | | |
|-------------------------------------|---|--|--|
| Food and water | http://www.cdc.gov/travel | <ul style="list-style-type: none"> • drink only bottled water • avoid raw vegetables • make sure you drink enough to avoid dehydration • make sure the trip leaders are aware of any dietary needs or restrictions | |
| Mosquitoes & other pests | http://www.cdc.gov/travel | <ul style="list-style-type: none"> • wear long sleeves or pants when possible • bring bug repellent • ask if you will need/be provided with mosquito netting | |
| Safety & security | http://travel.state.gov | <ul style="list-style-type: none"> • use the buddy system • leave valuables at home | |

Sources of Information:

- The Center for Disease Control and Prevention (CDC) traveler’s health print-out specific to the country to be visited - <http://www.cdc.gov/travel>
- The U.S. Department of State (<http://travel.state.gov>) has a helpful website for international travelers. Be sure to read their 10 tips for travelers page and print out a country specific travel page
- Another helpful website for more information about a country is the CIA factbook <http://www.cia.gov/cia/publications/factbook/index.html> . Use the dropdown menu to select the name of the country you wish to research.

Packing List

This basic information applies to most countries. It is important to know your partners' cultural norms about dress. Please note that social norms for women can be stricter than for men. U.S. citizens often dress as a form of individual expression; while in other countries, dress can be a sign of respect for others. Please consider the following:

Luggage

Try to pack no more than one moderate suitcase plus one carry-on luggage.

- You may wish to bring a money belt, and/or a fanny pack.
- Keep everything you ABSOLUTELY need in your carry-on, like your passport, money, prescription drugs, basic toiletries, glasses, and camera.
- Consider maintaining a copy of your passport in your checked piece of luggage and leave a secondary copy at home.
- Depending on your destination, consider packing a change of clothes in your carry-on. (Baggage may not always arrive with you!)
- Important documents to bring are your passport, your plane ticket, ID, immunization record, prescriptions for your prescription medication, possibly an eyeglasses prescription. Please leave expensive watches and jewelry at home.
- Do not pack Swiss army knives or other sharp implements in carry-on luggage. Airport Security will confiscate these items. Sometimes even nail clippers and razors are not allowed. You will probably be able to find these items in the country you are visiting.

Toiletries/Accessories

You can usually buy things such as toiletries, batteries, notebooks, pens, toilet paper, bottled water, etc., but you may not be able to buy your usual feminine products.

- Insect repellent (with at least 30%DEET is particularly effective)
- Bring what you normally use: toothbrush, toothpaste, dental floss, shampoo, a small towel, soap, deodorant, razor, and prescription medications. Travel sizes are best. Facecloths are not readily available overseas.
- A bandanna or handkerchief is a good idea. A small mirror can be nice to have.
- Sunglasses and a sun hat.
- A small flashlight and a small lock for your luggage (lock to be used in hotels only)
- Sunscreen (high SPF)

Clothing

In many countries shorts and jeans are acceptable only at the beach or for sports. You will be able to wash things, so take clothes that you can wash with bar soap by hand. Try to bring clothing that breathes well and dries fast.

- Short sleeved shirts and a long-sleeved shirt
- Cotton pants (not jeans or shorts).
- Lightweight sweatshirt/sweater, and a nylon windbreaker and/or a waterproof jacket
- Underwear and socks

- Shoes – good for walking. Already broken in.
- One dress shirt and tie (men) – clericals for priests
- Skirts, jumpers or dresses at least knee-length (women)
- Pajamas or other comfortable bed wear

Note to women: consider long skirts, they can actually be much more comfortable and practical than pants.

Checklist for packing

Clothing

- Loose Comfortable Clothing
- Men's Dress Clothes: Slacks/Shirts/Blazer
- Women: Slacks/Skirts
- Comfortable Footwear
- Hat
- Wind Breaker/ Sweater
- Sweatshirt
- Hiking/Sturdy Boots
- Priests: Clerics

Toiletries

- Toothbrush/Paste
- Disposable Razors
- Over the Counter Pain Medicine
- Prescription Medication
- Small Shampoo
- Soap
- Small Hand Mirror
- Sunscreen
- Unscented Deodorant
- Insect Repellent(30% Deet)
- Pepto Bysmol/Imodium Tablets
- Aspirin/Tylenol
- Personal Bath/Hand Towel
- Unscented Wet Wipes
- Shower Gel Type Soap

Miscellaneous

- Camera/Film
- Sunglasses
- Batteries (if needed)
- Writing Journal/Pens
- Raincoat/Poncho
- Umbrella
- Backpack
- Combination of Cash and Travelers Checks (\$300 should be enough)
- Passport
- Ticket
- Immunization Records
- Small Suitcase lock
- Bottle of water

Top 10 Tips for Travelers

1. Make sure you have a signed, valid passport (and visas, if required). Also, before you go, fill in the emergency information page of your passport!
2. Read the Consular Information Sheets (and Public Announcements or Travel Warnings, if applicable) for the countries you plan to visit.
3. Familiarize yourself with local laws and customs of the countries to which you are traveling. Remember, the U.S. Constitution does not follow you! While in a foreign country, you are subject to its laws.
4. Make 2 copies of your passport identification page. This will facilitate replacement if your passport is lost or stolen. Leave one copy at home with friends or relatives. Carry the other with you in a separate place from your passport.
5. Leave a copy of your itinerary and in-country contact information with family or friends at home so that you can be contacted in case of an emergency.
6. Do not leave your luggage unattended in public areas. Do not accept packages from strangers.
7. If you plan to stay abroad for more than two weeks, upon arrival you should notify by phone or register in person with the U.S. embassy in the country you are visiting. This will facilitate communication in case someone contacts the embassy looking for you.
8. Try not to wear conspicuous clothing and expensive jewelry and do not carry excessive amounts of money or unnecessary credit cards.
9. In order to avoid violating local laws, deal only with authorized agents when you exchange money or purchase art or antiques.
10. If you get into trouble, contact the nearest U.S. embassy.

Delegate Profile & Application

Name _____

Address _____

Phone (h) _____ (w) _____ E-mail _____

Date of birth _____ male _____ female _____

Tell us a little bit about yourself: your personal history, your family, your occupation, your interests or hobbies.

How has your faith been expressed in your life? Also, please describe your involvement in your parish or other pertinent activities.

Describe your involvement to date with the parish partnership.

What gifts or talents do you have? (i.e., farming or gardening, musical, artist, organizer, photographer, etc.)

Why do you want to participate in this delegation? What are your hopes or objectives for the trip?

Do you have any other cross-cultural experience within or outside of the USA? Please explain.

What languages do you speak?

What do you hope to be able to tell others upon return from the trip?

Upon your return, how will you be willing to help further the partnership?

Do you have any health concerns or special needs?

Mandatory Information Form

Please answer all of the following questions. It is imperative that you complete this form in its entirety. Please be candid about food, medication, allergy and physical activity restrictions even if you do not think that they will affect your trip. Only the trip leaders will see this form.

Name of traveler: _____

Address: _____

Phone: _____

Email address: _____

Date of birth: _____

Please print name below as it appears on your passport if different than above:

Do you have a U.S. Passport? If yes, please list passport number: _____

If no, please explain: _____

Destination and travel dates: _____

Person to contact in case of an emergency (name and phone number):

Alternate emergency contact (name and phone number):

Doctor's name and phone number: _____

Any dietary restrictions: _____

Please list all medications that you take and the reason.

| Medication | Reason |
|------------|--------|
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |
| | |

Any allergies (i.e. food, animals, medications): _____

Medication you are taking as a malaria prophylactic (if applicable): _____

All medical conditions (i.e.: asthma, diabetes, eye conditions, high blood pressure, heart condition, etc.):

Your medical insurance provider and a phone number (not an 800 number as these cannot be dialed from overseas):

Resources

Sharing Gifts in the Global Family of Faith: One Church's Experiment

Pakisa K. Tshimika and Tim Lind
Good Books, 2003

Called as Partners in Christ's Service: The Practice of God's Mission

Sherron Kay George
Worldwide Ministries Division, Presbyterian Church (USA), 2004

The "Whys" of Twinning: Rooted in the Gospel...Manifested through and in Social Justice

Fr. William Nordenbrock, CPPS
USCMA Conference Presentation, October 25, 2001
www.catholiccincinnati.org/mission/TheWhys_of_Twinning.pdf

From Helping to Solidarity: A Reflection on Short Term Mission Trips as part of Parish Twinning Relationships

Mike Haasl, Center for Mission, 2006

The Cost of Short Term Missions

JoAnn Van Engen
The Other Side, January/February 2000
www.ajshonduras.org/joannsarticle.pdf

What About Short-Term Mission? A Guide for Leaders and Participants of Short-term Mission Experiences

Julie Lupien, From Mission to Mission, 2006
www.missiontomission.org

Partnering Relationships for Mission: An Inquiry & Overview of Diocesan and Parish Twinning

Nancy Bernhardt-Hsu for U.S. Catholic Mission Association
June 2003
www.uscatholicmission.org/go/publications

Praxis is Prior to Theology: Theological Foundations of International SCC Twinning

Joseph G. Healy, M.M.

Maryknoll Society of Priests and Brothers, Mission Awareness Committee
January 2004
www.maryknollafrica.org/ComHealeyDocs.htm

The Principle of Mercy: Taking the Crucified People from the Cross
Jon Sobrino
Orbis Books, 1997.

The Values Americans Live By
L. Robert Kohls
The Washington International Center.
April 1984
<http://web1.msue.msu.edu/intext/global/americanvalues.pdf>

Handbook for International Mission Partnership
Worldwide Ministries Division, Presbyterian Church (USA)
September 2001

Presbyterians Do Mission in Partnership
2003 General Assembly Policy Statement, Presbyterian Church (U.S.A.)
www.pff.net/resources/Presb_Do_Mission_in_Partnership.pdf

Companion Synods Handbook
Evangelical Lutheran Church in America, Global Mission
Summer 2006
www.elca.org/companionsynod/cspresources.html

Archdiocese of Cincinnati parish twinning resources
Archdiocese of Cincinnati Mission Office
www.catholiccincinnati.org/mission

Archdiocese of St. Paul/Minneapolis parish twinning resources
Archdiocese of St. Paul/Minneapolis Center for Mission
www.catholicmissionmn.org/center_for_mission/global_solidarity.htm

An Expression of Mission Today: Sister Parish Relationship
Diocese of St. Cloud Mission Office
www.stcdio.org/mission/SisterParishDoc.html

Global Solidarity in Action: A Guide for International Issue Advocacy in the United States
Catholic Relief Services Advocacy Department
advocacy.crs.org

Embracing the Call to Global Solidarity: Catholic Relief Services Global Solidarity Partnership Guidebook

Catholic Relief Services Global Solidarity Partnerships Team
www.crs.org/gsp

Global Solidarity Partnership Delegation Orientation

Catholic Relief Services Global Solidarity Partnerships Team
www.crs.org/gsp

Called to Global Solidarity: International Challenges for U.S. Parishes

United States Conference of Catholic Bishops
February 1998
www.usccb.org/sdwp/international/globalsolidarity.htm

A Call to Solidarity with Africa

United States Conference of Catholic Bishops
November 2001
www.usccb.org/sdwp/africa.htm

Faithful Citizenship: A Catholic Call to Political Responsibility

United States Conference of Catholic Bishops
2003
www.usccb.org/faithfulcitizenship/index.htm

People who contributed to this resource:

Susan Kadota, CRS Global Solidarity Partnerships Unit
Tom Ulrich, CRS Constituency Relations & Support
Maria Barboza, CRS Northeast
Joseph Hastings, CRS West
Heather Freas-Kostic, CRS consultant
Mike Haasl, Center for Mission, Archdiocese of St. Paul/Minneapolis
Rosanne Fischer, Mission Office, Diocese of St. Cloud
Mike Gable, Mission Office, Archdiocese of Cincinnati
Nora Collins, Department for Social Concerns, Archdiocese of Washington, DC

Created by:

Michelle Born, CRS Global Solidarity Partnerships Unit

