



CHURCH OF THE NAZARENE  
GLOBAL MISSIONS

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# OPERATIONS HANDBOOK

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**PART ONE:  
THE GLOBAL  
CHURCH**

# PART ONE: THE GLOBAL CHURCH

## The Church of the Nazarene

The mission of the Church of the Nazarene is to respond to the Great Commission of Christ to “go and make disciples of all nations” (Matthew 28:19, NIV). The key objective of the Church of the Nazarene is to advance God’s kingdom by the preservation and propagation of Christian holiness as set forth in the Scriptures. The critical objectives of the Church of the Nazarene are “holy Christian fellowship, the conversion of sinners, the entire sanctification of believers, their up-building in holiness, and the simplicity and spiritual power manifest in the primitive New Testament church, together with the preaching of the gospel to every creature” (Manual, Foreword).

We are motivated by a philosophy that includes the following concepts:

1. All persons are lost apart from God’s saving grace. Therefore, it is of utmost importance that they hear the gospel and have an opportunity to believe in Christ as Savior.
2. The Great Commission, which Christ gave to His Church, is an imperative to be obeyed.
3. God has raised us up to propagate the doctrine and experience of entire sanctification, whereby persons are purified from sin, filled with the Holy Spirit, and empowered for Christian service.
4. God’s kingdom is to be built through a holistic approach to holiness evangelism and discipleship. We, therefore, encourage a balanced program including evangelism, compassion, and education.
5. The kingdom of God is most effectively demonstrated through the establishment of local churches. Missionaries and church leaders are encouraged to plant churches that reach, disciple, and serve as many people as possible, to bring about individual and community transformation.
6. Districts should move as rapidly as possible toward Phase 3 status and take their place as full partners in the privileges and responsibilities of the global church.
7. Developing leadership and infrastructure
8. Demonstrating budgetary responsibility and doctrinal integrity

Churches are challenged to become a part of the “sending” church involved in reaching out to other nations or cultures.

## Local Church

It is in the local church that saving, perfecting, teaching, and commissioning takes place. The local church, the Body of Christ, is the representation of our faith and mission. The local church, as an expression of the universal Church, enjoys the right to select its own pastor, elect delegates to various assemblies, manage its own finances, and have charge of all other matters pertaining to its local life and work. Authority given to superintendents shall not interfere with the independent action of a fully organized church (Manual, 22.3). These churches are grouped administratively into districts and regions (Manual, Government Preamble).

A fully organized, incorporated church as described in the Manual will continue to be the standard denominational structure for a local church. However, any group that meets regularly for spiritual nurture, worship, or instruction at an announced time and place, with an identified leader, and aligned with the message and mission of the Church of the Nazarene can be recognized as a church and reported as such for district and general church statistics (BGS Ruling, 8 Dec 2015).

## **Organizing New Churches**

The time from planting a new church to organization varies with context. There is a progression of development from start to organization that includes the following:

### **1. Quantity**

A group of approximately fifteen people who have been saved, are engaged in the ministry of the church, and are members of the Church of the Nazarene.

### **2. Leadership**

The group has a recognized spiritual leader. The spiritual leader may be a layperson as long as he or she is assigned by the district superintendent to function under his/her supervision and authority. The spiritual leader avails himself/herself to Nazarene pastoral development.

### **3. A Meeting Place**

The group can meet anywhere. Buildings are helpful but not essential to the functioning of a church.

### **4. Regular Services**

The group must meet on a regular worship schedule, although it may not involve a full schedule of activities.

### **5. Giving Maturity**

The group must demonstrate consistent responsibility in caring for the needs of the congregation and participating in the greater mission of the denomination (Manual, 32).

The membership of a local church shall consist of all who have been organized as a church by those authorized to do so and who have been publicly received by those having proper authority, after having declared their experience of salvation, their belief in our doctrines, and their willingness to submit to our government (Manual, 23).

## **Declaring Churches Inactive or Disorganized**

Churches may be declared inactive for a period of transition by action of the District Advisory Board prior to being officially disorganized, reactivated, or reorganized. A local church may be disorganized as follows:

1. Recommendation from the district superintendent
2. Affirmative response from the general superintendent in jurisdiction
3. A two-thirds vote of the District Advisory Board (Manual, 106-106.1)



## District

The General Assembly shall organize the membership of the church into districts. A district is an entity made up of interdependent local churches organized to facilitate the mission of each local church through mutual support, the sharing of resources, and collaboration (Manual, 200).

### District Superintendent

The superintendency shall complement and assist the local church in the fulfilling of its mission and objectives. The superintendency shall build morale, provide motivation, supply management and method assistance, and organize and encourage the organization of new churches and missions everywhere (Manual, 22.2).

### District Superintendent Search Process

As districts develop, it is important to use processes that help the district to prayerfully select leaders. As the district grows and matures, a discovery process that involves the whole district is recommended as a method for matching the district profile to candidate profiles in seeking nominations for district superintendent.

If a vacancy occurs for any reason between district assemblies, the general superintendent in jurisdiction will initiate a district superintendent search process (Manual, 209).

### Phases of District Development (Manual, 200.2)

It shall be the responsibility of all missionaries to cooperate in leading districts to Phase 3 status as soon as possible and to encourage them to assume the privileges and responsibilities of becoming an integral part of an international church through the following sequence of phases:

#### 1. Pioneer Area

##### a. Criteria for Establishing a Pioneer Area

A pioneer area can be formed as a separate part of an existing district with the intent of creating a future district upon the approval of the Board of General Superintendents.

A pioneer area can be formed in a geographical area not considered to be a part of an existing district. It may be declared by the Board of General Superintendents upon recommendation of the Global Missions director in consultation with field and regional leadership.

A pioneer area leader will be appointed by the general superintendent in jurisdiction.

Changing a phase requires approval from the Board of General Superintendents.

## **b. Discontinuing a Pioneer Area**

There are times when a pioneer area, after a reasonable amount of time and sincere effort, does not continue to be of strategic value to the field.

Should the regional director, after careful consideration with the field strategy coordinator, conclude it is time to discontinue a particular pioneer area, the regional director makes the recommendation to the Global Missions director.

After consultation with the regional director, the Global Missions director makes a recommendation to the general superintendent in jurisdiction to discontinue the pioneer area.

Final approval rests with the general superintendent in jurisdiction to discontinue a pioneer area.

## **2. Phase 1**

### **a. Criteria for Phase 1**

There must be at least two organized churches in the district area.

The various boards may be established using missionaries or district representatives where the new district is too small to elect personnel.

After completing the approval process, a district becomes a Phase 1 district at the celebration of its first district assembly.

### **b. Approval Process for Phase 1**

Upon the completion of a district self-study, a recommendation will be made to the regional director (Appendix). The self-study is required as a way to evaluate not only the quantitative requirements but also the qualitative ones elaborated in the self-study.

Upon favorable recommendation of the regional director, the Global Missions director makes a recommendation to the general superintendent in jurisdiction.

The Board of General Superintendents may make the designation once all criteria have been met.

### **c. Approval Process for Phase 1 Leadership**

The regional director, in consultation with the Global Missions director, shall recommend the district superintendent for the Phase 1 district. The general superintendent in jurisdiction will appoint the district superintendent for this district.

It is recommended to utilize the district superintendent search process described above as appropriate to the development of the district.

When a District Advisory Board has been organized on a Phase 1 district, the field strategy coordinator or his or her appointee will serve on the board.

#### **d. Phase 1 in Crisis**

When, in the opinion of the field strategy coordinator and regional director, a Phase 1 district is in crisis—financial, morale, or otherwise—and this crisis seriously affects the stability and future of the district, a district may be declared in crisis with the approval of the general superintendent in jurisdiction and in consultation with the Global Missions director. The regional director, with the approval of the general superintendent in jurisdiction, may appoint an interim board for the management of the district and in lieu of all existing boards, until the next regularly scheduled district assembly.

### **3. Phase 2**

#### **a. Criteria for Phase 2**

Significant progress toward the demonstration of leadership, infrastructure, budgetary responsibility, doctrinal integrity, vision, and ability to share the responsibility of fulfilling the Great Commission in the international church

10 organized churches

500 members

5 ordained ministers

50% of district administration expense generated by the district budget

#### **b. Approval Process for Phase 2**

Upon the completion of a district self-study, a recommendation will be made to the regional director (Appendix). The self-study is required as a way to evaluate not only the quantitative requirements but also the qualitative ones elaborated in the self-study.

Upon favorable recommendation of the regional director, the Global Missions director makes a recommendation to the general superintendent in jurisdiction.

The Board of General Superintendents may make the designation upon the recommendation of the general superintendent in jurisdiction after consultation with the Global Missions director, regional director, and other individuals and boards involved in the appointment of the district superintendent.

#### **c. Approval Process for Phase 2 Leadership**

A district superintendent may be elected or appointed at the discretion of the general superintendent in jurisdiction (Manual, 200.2).

It is recommended to utilize the district superintendent search process described above as appropriate to the development of the district.

#### **d. Phase 2 in Crisis**

When, in the opinion of the field strategy coordinator and regional director, a Phase 2 district is in crisis—financial, moral, or otherwise—and this crisis seriously affects the stability and future of the district, a district may be declared in crisis with the approval of the general superintendent in jurisdiction. The regional director, with the approval of the general superintendent in jurisdiction, may appoint an interim board for the management of the district and in lieu of all existing boards until the next regularly scheduled district assembly.

### **4. Phase 3**

#### **a. Criteria for Phase 3:**

Demonstration of leadership, infrastructure, budgetary responsibility, doctrinal integrity, vision, and ability to share the responsibility of fulfilling the Great Commission in the international church

20 organized churches

1,000 full members

10 ordained ministers

100% self-supporting

#### **b. Approval Process for Phase 3:**

Upon the completion of a district self-study, a recommendation will be made to the regional director (Appendix). The self-study is required as a way to evaluate not only the quantitative requirements but also the qualitative ones elaborated in the self-study.

Upon favorable recommendation of the regional director, the Global Missions director makes a recommendation to the general superintendent in jurisdiction.

The Board of General Superintendents may make the designation upon the recommendation of the general superintendent in jurisdiction after consultation with the Global Missions director, regional director, and other individuals and boards involved in the appointment of the district superintendent.

#### **c. Approval Process for Phase 3 Leadership:**

A district superintendent will be selected in accordance with Manual provisions in section 200.2.

It is recommended to utilize the district superintendent search process described above.

#### **d. Phase 3 In Crisis:**

When in the opinion of a general superintendent in jurisdiction, a Phase 3 district is in crisis—financial, moral, or otherwise—and this crisis seriously affects the stability and future of the district, a district may be declared in crisis with the approval of the Board of General Superintendents. See Manual 200.2.

### **5. Missional Area/Zone**

#### **a. Criteria for Establishing a Missional Area/Zone on an Existing District:**

A district may organize itself into missional areas/zones.

This organization is approved and administered internally within the district. The field/regional leadership may partner with the district to assist with missional areas/zones to accomplish the mission.

The initial intent of creating a missional area/zone is not necessarily to create a new pioneer area or district in the future, but if it would progress in its development, it could be recommended to the Board of General Superintendents for consideration at the appropriate time.

#### **Ways of Starting New Districts (Manual, 200.1)**

1. Reorganizing a district into two or more districts
2. Combining two or more districts out of which a larger number of districts may be created
3. Forming a Phase 1 district that is not part of an existing district
4. Merging two or more districts

#### **Criteria for Development of a District (Manual, 200.3 & 200.4)**

1. The proposed new district has a population center to justify the creation of such district.
2. Lines of communication and transportation are available to facilitate the work of the district.
3. A sufficient number of mature ordained ministers and lay leaders are available for the work of the district.
  - a. Sponsoring districts, in every case possible, maintain their current phase status.
4. Regularly conducted district self-studies are important to the successful development of flourishing districts. The document to guide a district self-study is available online at [www.nazarene.org/district-forms](http://www.nazarene.org/district-forms) in English, French, Spanish, and Portuguese.

## Missionary Serving as a District Superintendent

When a pioneer area or new district is established, the regional director may recommend the deployment of missionary personnel for approval by the Global Missions director. The general superintendent in jurisdiction will make the appointment of the pioneer area leader or district superintendent. The missionaries deployed will continue to be a part of the field team currently functioning for a multi-district area under the following guidelines:

1. A missionary serving as a district superintendent shall continue to work with the field strategy coordinator and will report as requested.
2. A missionary district superintendent shall be responsible for initiating a system of starting and supervising churches, leadership development, planning building projects, submitting operating budgets, and the development of the work in general. The district superintendent's duties relating to the areas previously mentioned will require him or her to work closely with the field strategy coordinator.
3. A missionary district superintendent shall submit quarterly reports, including all finances handled, to the field strategy coordinator.
4. When appointed as district superintendent by the general superintendent in jurisdiction, a missionary will assume the functional duties of the district superintendent as prescribed by the Manual.
5. If recommended by the regional director, a missionary may continue to serve in an advisory capacity to the developing Phase 2 district as it grows beyond the Phase 1 stage.
  - a. In some instances, the field strategy coordinator or an assistant to the field strategy coordinator may serve as the district superintendent of one or more districts on his or her field if recommended by the regional director, approved by the Global Missions director, and appointed by the general superintendent in jurisdiction.

## World Area

The term world area is preferred when referring to places in which the Church of the Nazarene is present, whether that is a country, territory, state, etc.

### Process for Entering a New World Area

1. The Global Missions director and/or the regional director may authorize exploratory work in a world area not officially recognized by the General Board. Such exploration shall occur in accordance with the following guidelines:
  - a. The Global Missions director and/or the regional director must authorize any expenditure for research and exploration purposes.
  - b. The Global Missions director is authorized to assign missionary personnel at any time to any world area before it is officially recognized by the General Board.

2. The regional director may authorize the organization of a new church in a world area before it is officially recognized by the General Board.
  - a. The regional director may authorize the registration of the Church of the Nazarene in a world area upon approval of the Global Missions director.
3. The Global Missions director may make a request for official recognition of a world area to the General Board upon meeting one of the following two criteria:
  - a. When a sustainable presence of the Church of the Nazarene exists within the new world area, or
  - b. When a Nazarene missionary is assigned to the new world area
4. The approval process for recognizing a new world area for the Church of the Nazarene shall be as follows:
  - a. The regional director recommends a particular world area to the Global Missions director for official recognition as a new world area for the Church of the Nazarene.
  - b. The Global Missions office recommends to the Board of General Superintendents for approval to submit to the Global Missions Committee of the General Board for consideration and recognition as a new world area for the Church of the Nazarene.
  - c. The Global Missions Committee recommends to the Board of General Superintendents for final consideration and approval.
  - d. The Board of General Superintendents may publicly announce the new world area.
  - e. In some cases, due to security reasons, the name of a world area may be omitted from the official list but will be included in the official world area count.

## **Designation of a World Area**

For security reasons, we designate a few special categories for some world areas.

### **1. Secure Area**

Secure Areas are those areas where the Church of the Nazarene is officially registered with the government but whose political, social, or religious environment may not always be conducive to Christian practice and church development. Personnel at all levels must:

- a. Handle information about individuals and churches in these areas with heightened sensitivity.
- b. Avoid specifics about persons and ministries as well as words that could be perceived incorrectly and create inflammatory responses.

## 2. Creative Access Area (CAA)

Creative Access Areas are areas resistant to the gospel. Christian practice can be restricted, requiring creative approaches for ministry and missions. Personnel at all levels must:

- a. Handle all information related to these areas internally as confidential and not to be distributed in any form.
- b. Limit direct communication with individuals and ministries in these areas.
- c. Not communicate publicly about our presence in these areas.

Individuals working in these areas need to take responsibility for communication with supporting churches and individuals by working closely with the field strategy coordinator to understand communication protocols. Individuals working in these areas can expect more rigid protocols for every day communication and operation.

Because we have these designations and we are a global team, all Global Missions communications and operations are designed to facilitate and protect ministries in these areas. This includes everyone using approved secure email, messaging, phone apps, conference systems, file storage systems, and great wisdom with social media.

See Creative Access Area Communications in Part Seven for more detailed information.

### Re-designation of a World Area

The regional director will recommend re-designation with a submission to the Global Missions director for approval. Approval will be processed in consultation with the general superintendent in jurisdiction and the Board of General Superintendents. A re-designation requires:

1. Consultation with local church leaders and the field team involved in that area
2. Documented rationale for political or social change that indicates a need for re-designation
3. An analysis of risk and benefit to the local church that includes short and long term projections



# PART ONE: APPENDIX

## Process for Election/Appointment of A District Superintendent

This process is not intended to replace the provisions of Manual paragraph 203.11, which assigns to the District Assembly the privilege and responsibility to elect a district superintendent by ballot and by two-thirds favorable vote. Rather, it is to assist in the event that there is a vacancy in the office of district superintendent between district assemblies or in presenting a name at the time of election if the assembly approves.

1. Upon prior knowledge of the need for an appointment or election, the District Advisory Council (DAC) (Manual, 236) will meet with the regional director (RD) and/or the general superintendent in jurisdiction (JGS) or his/her designee, to review DS transition issues and contextually finalize the process and time line of the election/appointment.
2. If agreeable to the DAC, the JGS or his/her designee may send a letter to all pastors in the district calling the churches to prayer and fasting, explaining the process in preparation for the DS election, and informing them that the RD or his/her designee will be in contact with them soon.
3. The RD or his/her designee may meet with other leaders in the district as appropriate
  - a. To evaluate the district's strengths and challenges at the present time, and
  - b. To develop a DS profile with the list of the top five qualifications for a district superintendent.
4. If the DAC prefers, a questionnaire regarding the district and the possible DS profile may be sent to the district leaders to help define the DS profile. The questionnaire should be sent to each pastor, urging the pastor to forward the letter to key local church leaders.
5. In the case of a Phase III district, the DAC, in consultation with the RD and the JGS (or their designees), will process the feedback from the focus groups or questionnaires and prepare the final District Evaluation and DS Profile documents. In the case of a Phase I or Phase II district, the RD and the field strategy coordinator (FSC) will process the feedback.
6. In Phase III districts, the DAC, in consultation with the JGS or his/her designee, will send these documents to the general, regional, and district leaders, including all district pastors, asking for names of possible candidates based on the DS profile. In Phase I or Phase II districts, the DAC, in consultation with the RD or his designee, will distribute the documents as described above. The respondents will be asked to submit names, with as much information as possible, indicating why they feel the person should be considered.
7. The RD (and the FSC when applicable) will research each person submitted by the respondents. In the case of Phase III districts, the DAC, in consultation with the RD, will reduce the list of names to a working list of potential candidates

## General Board

The General Board of the Church of the Nazarene is the board of directors of the Church of the Nazarene, Inc. Among its many responsibilities, the General Board:

1. Has the responsibility between general assemblies to “coordinate, correlate, and unify” the activities of all departments of the church, including Global Missions (Manual, 335).
2. Sets the broad guidelines for the implementation of the tasks committed to Global Missions.
3. Acts as “an advisory body in the business and administrative affairs” of Global Missions (Manual, 335).
4. Receives a detailed annual report of the activities of Global Missions.

## Board of General Superintendents

The general supervision of all Nazarene districts is the responsibility of the Board of General Superintendents (Manual, 317.1). The Board of General Superintendents individually and collectively acts on all of the jurisdictional matters assigned to them in the Manual. The Global Missions director and the general superintendent in jurisdiction shall always confer on matters of major importance to that region.

The Board of General Superintendents acknowledges its responsibility to “provide supervision, guidance, and motivation for the general church, with appropriate attention to leadership and theology for all districts, agencies, and ministries of the global Church of the Nazarene” (Manual, 317.1) but views its supervision as general in nature and jurisdictional, as distinguished from administrative (personnel, finance, and other operational activities). Communication should ordinarily flow through the Global Missions office to regional offices, regional advisory councils, and/or missionaries. We feel it is in the best interest of our work for missionaries to be informed that only written directives on policy and administrative matters should be considered valid. The Global Missions office must consider all of the priorities, making decisions based on available funding and qualified personnel. It would be the desire of the Board of General Superintendents not to complicate this process in exercising jurisdictional roles or in supervisory encouragement of our missionaries and/or global leaders by seeking to make commitments prior to consideration and final decision of the Global Missions office (BGS Rulings Book, Relationship of Board of General Superintendents to the Global Missions program, 18 Feb. 1988).

## Global Missions Committee of the General Board

The Global Missions Committee of the General Board is composed of the members of the General Board assigned thereto. Its duties are to:

1. Conduct regular reviews of the plans, programs, and budgets recommended by the Global Missions office and to recommend appropriate action to the General Board.
2. Interview missionary candidates for commissioning, making nomination to the General Board for appointment. Such appointments must be approved in writing by the Board of General Superintendents before presentation to the full General Board.

## General Assembly

The missions work of the Church of the Nazarene should be thought of as a major ministry of the denomination. As such, the General Assembly is the maximum authority of the church, which sponsors and sets the direction of our activity toward the fulfillment of the Great Commission.

## National Boards

Where deemed necessary, a national board shall be established (Manual, 345).

### Functions of a National Board

1. Facilitate the fulfillment of the church's mission allowing for unified strategies in:
  - a. Evangelism
  - b. Discipleship
  - c. Church planting
  - d. District development
  - e. New districts
  - f. Ministerial preparation
  - g. Resource development
  - h. Ministerial retirement savings plans
2. Serve as a legal entity for the acquiring, holding, selling, and conveying of property as necessary.
3. The Manual prefers that local churches and districts are primary legal entities, where laws allow. Where the law requires, the National Board will be responsible for any other administrative and/or legal business matters of the Church of the Nazarene in that nation for which no other provision is made in the Manual.
4. Serve as the lawful civil authority of the Church of the Nazarene in a nation when such a lawful authority is required.

### Formation of a National Board

1. Before the national board is constituted, the proposed Articles of Incorporation must be submitted to and approved by the Board of General Superintendents.
2. The membership and structure of each national board shall be in the manner approved by the Board of General Superintendents.
3. Composition of a National Board should be representative, with equal laity and clergy, and a representation of gender and ethnicity as reflective of the church in the nation.

4. Typical representation is as follows:

**a. Where there is only one district within the nation**

The duly elected District Advisory Board shall fulfill the functions of a national board.

When setting up the legal status of a one-district national board, it is wise to look towards the future when other districts may be created in that nation. It should be structured in such a way to make a transition to a multi-district nation as easily as possible. Such provision could be included in the Articles of Incorporation.

**b. Where there are two or more districts in a nation:**

With the approval of the General Board and the Board of General Superintendents, the membership shall consist of duly elected or appointed district superintendents and additional representation of ordained ministers and laypersons as agreed upon by the Board of General Superintendents.

### **Requirements Applying to National Boards**

National boards must file their Articles of Incorporation immediately with the general secretary and update them with any proposed changes.

National boards must submit their minutes to their respective regional advisory council for examination before being submitted to the general secretary for review and comment by the General Board.

The Global Missions Committee reviews the minutes of the national board for General Board action.

### **Observations Relating to National Boards**

1. A national board is required only where deemed necessary. Conditions may exist where it is not deemed necessary.
2. National boards are not to develop strategies independently of or in conflict with regional strategies.
3. It is not intended that a national board will interfere with the normal functions and authority assigned by the Manual to district assemblies, district advisory boards, or the RAC. Its function is primarily to facilitate the legal implications of the actions of those bodies.
4. In cases where a legal body has been previously established in a nation, it may be difficult to switch to the structure mandated by the Manual. The practice of the legal body should be adapted to conform to the concept and spirit of the Manual provision as much as possible. The possibility of changing the structure to conform to the Manual, where deemed feasible, should be done with competent legal advice.

5. In some places, the national board is the legal body that has legal responsibility for the church in the nation. In cases where national laws will not accept the authority of the Manual over the national board, everything possible must be done to avoid conflicts of leadership and authority between the leaders of the church (according to the Manual) and those who have legal responsibility. Every effort should be made to include in the articles of incorporation a reference to the fact that the church is a part of a larger worldwide body and that in ecclesiastical matters functions according to the Manual.
6. The national board, districts, and RAC are expected to cultivate good relations and work with a spirit of unity and cooperation.

**PART TWO:  
GLOBAL  
MISSIONS**

# PART TWO: GLOBAL MISSIONS

The Board of General Superintendents has set the framework of strategy for the denomination based on the mission statement “to make Christlike disciples in the nations.”

Global Missions is responsible for the implementation of missions strategy throughout the world. The office attends to matters pertaining to the operational responsibility in the Africa, Asia-Pacific, Eurasia, Mesoamerica, South America, and the USA/Canada regions.

Each region has identified geographical areas of missions focus called fields. These fields are responsible for pioneering, developing, and resourcing within their identified area. In a field, districts, local churches, missionaries, etc. work together in evangelism, compassion, and education to bring restoration, share the gospel, and build sustainability within the community.

## Global Missions Philosophy

To fulfill the mission of the Church of the Nazarene, Global Missions pioneers, develops, and resources Christ-centered communities of faith through:

### 1. Evangelism

Jesus is seeking restoration with every person; therefore, we are committed to passionate evangelism. We strive to develop communities of faith and mission to worship God, grow in Christlikeness, and bear witness as His people.

### 2. Compassion

Believers need community in order to grow and express their faith. We strive to build community where believers enact what it means to love God and love others as living examples of God’s kingdom on earth in their local community and around the world.

### 3. Education

Transformational leaders are critical to evangelism, compassion, and education. We strive to develop spirit-empowered people who passionately engage in God’s mission, leading the church to do likewise. We strive through education to cultivate the talents and gifts of people, so they may be God’s agents of transformation in all areas of society in a way that supports our connectional identity.

## A Nazarene Missionary Is:

A Christlike disciple set apart by the Holy Spirit, prayerfully sent out by the church, and affirmed by Nazarene Missions to cross cultural barriers for the purpose of spreading scriptural holiness. The Church of the Nazarene affirms that missionaries can be called from anywhere and sent anywhere. They work to see people, communities, and nations transformed into Christlikeness. Missionaries accomplish their ministry by:



1. Approaching life and ministry in an incarnational way, which includes living among the people the missionary intends to serve and learning the local language. It is the missionary's role to recognize cultural barriers and to make the effort to overcome them.
2. Committing to stay to make disciples and develop churches and districts.
3. Going where the church is not yet.
4. Working humbly and respectfully alongside local ministers and lay leaders to bring restoration, share the gospel, and build sustainability within the community.

It is important that missionaries who work together on a field become a team that can work together with a vision that goes beyond one's individual ministry. Unity is important to successful Kingdom-building. Each team member makes a vital contribution to the total ministry of the field.

## The Sending Church

The Great Commission applies to the entire global church. Global Missions facilitates called persons from any region to be recommended as missionary candidates. The fulfillment of the Great Commission needs to be emphasized and become the responsibility of the whole church around the world.

## Field

Regions are divided into smaller geographical areas known as fields. In most places throughout the world, the field structure has become the basic administrative unit to implement missions.

It is a primary responsibility of the field strategy coordinator and each missionary to do everything possible to build team spirit among local leaders and missionaries for the implementation of missions. Good relationships based on mutual respect must be established and maintained. The lines of communication must be kept open, and information must be shared.

## Field Creation or Realignment

The regional director will recommend the composition of proposed fields—either by creation or realignment—for approval by the Global Missions director and the general superintendent in jurisdiction, in consultation with the board of general superintendents (BGS Rulings Book, Creation/Realignment of a Field: Approval Process, 15 September 2014, p. 12).

## Field Area

While the field structure will be the basic unit in most cases, there is the possibility of a smaller division called a field area where special circumstances make it advisable. It will be the responsibility of the regional director, in consultation with the field strategy coordinator, to determine if this exception should be made and this type of organization is needed. The approval process would be the same as for a field.

## Field Area Coordinator

In cases where a field area is approved, the field area coordinator will be appointed. This appointment is a variation of the normal structure and as such requires authorization from the Global Missions director in consultation with the regional director and the general superintendent in jurisdiction.

## Field Strategy Coordinator

The field strategy coordinator serves in collaboration with and amenable to the regional director to implement missions strategy on the field. This is carried out by coordinating, collaborating, guiding, and directing all pioneering, developing, and resourcing among districts, national leaders, and missionary personnel in the assigned field (Ephesians 4:11).

### Appointment of the Field Strategy Coordinator

The regional director can recommend a person to be a field strategy coordinator to the Global Missions director. The Global Missions director shall approve or disapprove an individual as the FSC after consultation with the general superintendent in jurisdiction (*Manual*, 346.5). Upon approval, the Global Missions director will send an appointment letter to the field strategy coordinator with a copy to the general superintendent in jurisdiction, regional director, regional personnel coordinator, and missions personnel director. The term of service shall be up to two years. At the end of two years, the regional director may recommend a renewal. Completed annual performance and development reviews will be the basis for the consideration of the recommendation for renewal.

The FSC is a missionary role. At times, because of the uniqueness in international employment circumstances, there may be cases where an FSC is appointed but not employed as a missionary.

### Accountability of the Field Strategy Coordinator

A regional director may be engaged by the jurisdictional general superintendent to facilitate communication and supervision of a district within their respective region (*Manual*, 200.2). The field strategy coordinator reports to the regional director. Therefore, it is appropriate for a jurisdictional general superintendent, in consultation with the regional director, to similarly engage a field strategy coordinator within their respective fields (BGS Rulings Book, Accountability to BGS through Jurisdictional Superintendent Appointment of Field Strategy Coordinator, 7 July 2006, p. 41).

### Clearly-Defined Delegated Authority

Effective cooperation is required between the field strategy coordinator and the regional director. It is vital that delegated authority be clearly defined. Some responsibilities assigned to the regional director may be delegated to the field strategy coordinator, at the discretion of the regional director. However, if the responsibility is delegated, the regional director will be accountable for the decisions made by the field strategy coordinator, the same as if he/she had made them himself/herself. To avoid conflict, it is important that there is a clear understanding as to when the field strategy coordinator may make decisions and when he/she should consult the regional director before taking action.

## Duties of the Field Strategy Coordinator

1. Be an effective member of the regional strategy team by giving perspective, learning about other contexts from members of the team, and forming regional strategies
2. Work with the field team and the regional director to develop and maintain an updated field strategy. The field strategy shall be carried out in harmony with the denominational and regional strategy and reported annually to the Regional Advisory Council (RAC).
3. Work with all entities on the field and the regional finance coordinator in the preparation of an annual budget to fulfill the field strategy, to be submitted to the regional director
4. Work with the missionaries and church leaders on the field to form a team with effective communication practices in order to implement the strategies established by the region and the field
5. Establish and maintain matrix relationships with respective regional ministry coordinators to encourage and facilitate the development and resourcing of the ministries of the church
6. Promote evangelism and discipleship and organize and develop the church within the field in conformity with the *Manual*
7. Support leadership development through discipleship and education
8. Approve projects, validating alignment with strategy, and assess completed projects for effectiveness in accomplishing strategic objectives
9. Be responsible for communicating the results of all projects, initiatives, and strategies
10. Direct the disbursement of and accounting for all funds received for the field
11. Provide for an annual audit of all funds expended on the field
12. Report regularly to the regional director regarding trips and other matters of importance on the field
13. Coordinate missionaries' assignments to specific locations and/or areas of work in consultation with the regional director and the missionaries involved. Where applicable, District Advisory Boards should also be consulted.
14. Ensure the success of the missionaries of the field team. This includes holding bi-annual performance and development reviews and submitting the written record of these reviews to the regional director.
15. Present to the regional director recommendations for coordinated home assignment schedules for the missionaries on the field
16. Appoint missionary representatives to the Advisory Boards of developing districts according to the policy of Global Missions
17. In consultation with the regional finance coordinator, recommend a person for appointment as field treasurer to the regional director

18. Serve as a consultant to the RAC at the request of the regional director
19. Coordinate field conferences if deemed necessary to fulfill field strategy and approved by the regional director
20. Authorize officers on the field to open and operate bank accounts as necessary for the transaction of mission business

## Field Ministry Coordinator

The field strategy coordinator works in a matrix with a team of ministry coordinators (regional, field, country, and/or district) who develop, facilitate, and resource the ministries of the Church of the Nazarene. In the development process of the church on the field, the field strategy coordinator may exercise flexibility in utilizing a field ministry coordinator to develop a ministry. This is often a volunteer from one of the districts. Strategy for ministries is set in consultation with the regional ministry coordinator and the regional director. The field strategy coordinator works in conjunction with the regional ministry coordinator to train and facilitate the work of the field ministry coordinator.

The field ministry coordinator is to develop districts to encourage and equip local churches to live out a Christlike life in the following areas:

1. Youth (Nazarene Youth International)
2. Missions (Nazarene Missions International)
3. Evangelism (JESUS Film Harvest Partners)
4. Education (Course Of Study)
5. Discipleship (Sunday School & Discipleship Ministries International, Literature)
6. Construction needs (Work & Witness)

As districts develop, the role of the field ministry coordinator changes. Field ministry coordinator positions can be eliminated when no longer necessary to develop the districts.

### Appointment of Field Ministry Coordinator

The field strategy coordinator, in consultation with the regional ministry coordinator, can recommend a person to be a field ministry coordinator to the regional director.

### Field Administrative Team

The field strategy coordinator works with a team that resources, facilitates, and provides oversight of the critical mission support services and administration for the field.

This team is often comprised of the field strategy coordinator and the field treasurer. Depending on the complexity of the field, an assistant to the field strategy coordinator may also be necessary.

## Field Finance Coordinator

The field finance coordinator is appointed by the field strategy coordinator in consultation with the regional finance coordinator and with the approval of the regional director. The field treasurer is accountable to the field strategy coordinator and accountable in function to the regional finance coordinator.

### Criteria for the field finance coordinator

1. Must be a Nazarene in good standing
2. Must not be a related party (family, business, church) to the field strategy coordinator, regional director, or regional finance coordinator
3. Must have sufficient financial acumen for bookkeeping, accounting, and some financial management

Departure from the above criteria requires written approval from the regional director and global finance director. Special consideration is required for the appointment of a related party to the field strategy coordinator, regional director or regional finance coordinator. If approved, the related party would serve as field finance coordinator for one year or until a successor is appointed. (*See general instructions to finance coordinators in Part Five.*)

### The Duties of the Field Treasurer Include:

1. Assist the field strategy coordinator in forecasting and evaluating the financial resources needed to fulfill the field's strategy
2. Manage field finance accounting, bringing to attention particularly those areas that need administrative attention
3. Report any deviation from budget or policy or any financial indiscretion to the field strategy coordinator and regional finance coordinator.
4. Work with annual external and/or internal audits to ensure integrity and transparency with local authorities and the international church
5. Manage funds in accordance with local laws, Global Missions policy, and missions strategy
6. Create an annual budget based on strategy and available resources
7. Utilize Global Missions systems in place to capture financial information with integrity and security so that funds can be moved, tracked, and evaluated for their missional impact
8. Assist in the flow of offerings from the local church/district level to the global church in order to participate in the global missions effort

## **Assistant to the Field Strategy Coordinator**

The assistant to the field strategy coordinator is appointed by the regional director in consultation with the Global Missions director. The assistant is accountable to the field strategy coordinator and accountable in function to the regional director. Assistants may facilitate the work of the field strategy coordinator with the districts.

## **Field Work & Witness (W&W) Coordinator**

The field W&W coordinator is to provide oversight of the W&W program on the field to ensure alignment with regional priorities and field strategy in collaboration with districts and missionaries. The field W&W coordinator is accountable to the field strategy coordinator and works in consultation with the global W&W coordinator.

### **Appointment of the Field W&W Coordinator.**

The field strategy coordinator, in consultation with the global W&W coordinator, shall recommend a person to be the field W&W coordinator to the regional director. The regional director will approve or disapprove the recommendation.

### **Duties of the Field W&W Coordinator**

1. Approve W&W project requests in consultation with the field strategy coordinator
2. Maintain the W&W project website with current project information
3. Support and resource the W&W site coordinators as needed
4. Promote W&W projects
5. Ensure W&W teams receive on-site cultural and role orientation

## **Region**

In the growth of the church worldwide, there has developed a grouping of several organized districts into geographical areas identified as regions. A cluster of districts amenable to the general government of the Church of the Nazarene and having a sense of area and cultural identification may be formed into an administrative region by action of the General Board and approval of the Board of General Superintendents.

### **Duties of the Region (*Manual*, 346.2)**

1. Implement the mission of the Church of the Nazarene through pioneer areas, districts, and institutions

2. Develop regional awareness, fellowship, and strategies to fulfill the Great Commission, bringing district and institutional representatives together periodically for planning, prayer, and inspiration
3. Nominate persons to the General Assembly and Global Conventions for elections to the General Board
4. Establish and maintain schools and colleges or other institutions in harmony with *Manual* provisions
5. Be authorized to recruit and screen missionary candidates from the region in accordance with policy (*Manual*, 346.3)
6. Plan Regional Advisory Council meetings and conferences for the region
7. Facilitate National Boards as stipulated in paragraphs 345 and 346.3 of the *Manual*

### **Regional Advisory Council (RAC)**

A region may have a RAC whose responsibilities will be to:

1. Assist the regional director in strategy development for the region.
2. Review and recommend approval or disapproval of national board minutes before forwarding to the office of the general secretary.
3. Recommend missionary candidates for commissioned status to the Global Missions director. Upon such a recommendation, the candidate for commissioned status will be processed in the usual manner, including interviews with the Global Missions Committee and the Board of General Superintendents before being commissioned by the General Board.
4. Receive reports from the regional director, field strategy coordinators, and ministry coordinators (*Manual*, 345.3).

### **Composition of the Regional Advisory Council**

Membership of the RAC shall be flexible in order to shape the RAC according to the needs, development, and requirements of the individual regions. The regional director will recommend the number of members of the RAC to the Global Missions director and general superintendent in jurisdiction for approval. Ex officio members will be the general superintendent in jurisdiction of the region, Global Missions director, and regional director, who will serve as chairperson. Personnel accountable to Global Missions shall not be candidates for election to the RAC but may serve as resource persons. Members of the RAC will be elected by ballot by the regional caucus at the General Assembly. The RAC will fill any vacancy between general assemblies (*Manual*, 345.3).

## Agenda of the RAC

The RAC may be consulted on any matter that is related to the work of the church on the region. The regional director should prepare in advance a detailed agenda of the matters to be considered at each meeting.

1. It should be involved in approving strategy and goals for the region.
2. On some regions, it is the entity responsible for administering the retirement plan.
3. The regional director, in consultation with the RAC, may convene a regional conference or area evangelism conference.
4. It interviews missionary candidates for recommendation to the General Board for global appointment.

## Regional Director

The regional director works in harmony with the policies and practices of the Church of the Nazarene, giving leadership to districts, churches, and institutions of the region in fulfillment of the mission, strategies, and program of the church (*Manual 346.4*).

The regional director is responsible for administering the affairs of the Global Missions office by coordinating, guiding, and directing all global missions work among districts, national leaders, and missionary personnel in the assigned region.

## Accountability of the Regional Director

Each regional director is to be administratively accountable to the Global Missions director and the General Board, and in jurisdictional matters, accountable to the general superintendent in jurisdiction (*Manual 346.4*).

## Administrative vs. Jurisdictional

There is a distinction between administrative and jurisdictional accountability. In administrative matters, the accountability corresponds to the Global Missions director; in jurisdictional matters, the accountability corresponds to the general superintendent in jurisdiction. There are some matters that overlap and require a joint action of both. These mechanisms for accountability do not limit the responsibility given to the Board of General Superintendents to give direct leadership at any point within the Global Missions structure.

What follows is an effort to define the three areas of accountability.

1. Administrative matters. Administrative matters include oversight for seminary presidents; budgets; personnel processing; matters relating to missionaries, including their home assignments, transfers, and terminations; strategies; developing new areas; field strategy coordinators; Global Missions procedural matters; structures for mission development, and other matters assigned by the Global Missions director.



2. Jurisdictional matters. Jurisdictional matters include the appointment of district superintendents, presiding over district assemblies, matters related to credentials, district advisory boards, district superintendents, and other similar affairs.
3. A Combination. Both administrative and jurisdictional matters include, but are not limited to, creating new fields, district divisions, regional councils, regional conferences, regional advisory councils, the appointment of field strategy coordinators, general assemblies, regional boundary alignment, and national boards.

### **Duties of the Regional Director**

1. Oversee a regional office, with the approval of the Global Missions director, care for all regional correspondence, and coordinate all legal and financial matters of the church within the region as the extended arm of the Global Missions office
2. Coordinate, guide, and direct all Nazarene work among districts, leaders, and missionary personnel in the assigned region in accordance with the directives of the general superintendent in jurisdiction and Global Missions director
3. Collect all funds designated for the general treasurer at the Global Ministry Center and disburse and distribute these funds according to the provisions and policies of the General Board and the Global Missions office
4. Collect the information and data required by the general secretary from all districts on the region (including Phase III districts) and forward it to the general secretary's office after checking and reconciling it
5. Work in the field of public relations creating goodwill, understanding, respect, and support among districts, leaders, and the people of the region
6. Function as the liaison between the Global Missions office and the entities of the church within the region. The regional director shall coordinate the district assemblies and the visits of the general superintendents, the Global Missions director, and other visitors to the region.
7. Guide each field within the region in establishing and updating specific goals, objectives, and plans for the districts and the region, giving attention to the expressed priorities of the Global Missions office
8. Act as a resource person for the creation, implementation, and evaluation of each field's strategy, including on-site visits to each district. The regional director shall evaluate and approve, with the Global Missions director, the plans and timetables established.
9. Coordinate the resources (funds and personnel) budgeted for the plans within the region, including construction programs
10. Review and evaluate provisions and facilities for the education of missionaries' children and make recommendations to the Global Missions director for the best and most economical plan for satisfactory education

11. Control the expenditures of financial resources within the region and maintain a balanced budget. All major expenditures shall be reviewed by the Global Missions director for approval before implementation.
12. Prepare for the annual budgeting of available resources to be allocated to the region and coordinate the allocations with the Global Missions finance director and the Global Missions director
13. Review the annual budgets submitted by the field strategy coordinators in the region and send recommendations to the Global Missions director
14. Acquire the necessary legal knowledge for the management of property registration, assignment of powers of attorney, and the incorporation of the necessary legal entities within the region
15. Initiate and answer all correspondence necessary to coordinate and fulfill the assigned responsibilities
16. Coordinate home assignment dates for missionary personnel within the region in accordance with the established policy
17. Submit to the Global Missions director, on at least an annual basis, a projection of needed missionary personnel for the region
18. Recommend the transfer of missionaries for approval by the Global Missions director and the general superintendent in jurisdiction
19. Serve as the chairman of district assemblies or make recommendations of persons qualified to serve in this capacity when requested to do so by the general superintendent in jurisdiction
20. Encourage and inspire district superintendents and other leaders within the region to develop their full potential as holiness leaders in the Church of the Nazarene
21. Inform all missions officials within the region of their appointments and reappointments when confirmed by the proper authorities
22. Coordinate with all districts the following: Work & Witness, Nazarene Compassionate Ministries, regional meetings, district assembly schedules, theological education, regional advisory council, development of new districts, the compilation of district assembly reports and statistics, national and administrative boards, and other administrative and jurisdictional matters as assigned

## Regional Team

The regional team is a matrix of relationships built around shared mission, shared understanding, shared ownership, collaboration, openness to expressing ideas and opinions, trust, encouragement, and participative decision-making. Conflict in ideas should be understood as a normal aspect of work and not viewed as threatening. This kind of team creates the environment and potential to form effective strategy and create high impact.

Regional team members work with fields, districts, and global office counterparts. Team members take ownership for functional excellence in their area of responsibility. High functioning teams require trust, accountability, transparency, vulnerability, and focus on impact.

A region should be as efficient as possible, only adding staff when absolutely necessary. Technology allows ministry coordinators to function from anywhere on the region. The core of the regional office is normally the administrative staff.

All team members should have written ministry descriptions detailing their responsibilities. These descriptions should be reviewed regularly and modified to redistribute responsibilities as needed. Each assignment will depend on the skills and experience of the person.

Annual performance and development reviews should be conducted and utilized to increase team effectiveness and individual productivity.

## **Field Strategy Coordinator Team**

The regional director works with a team of field strategy coordinators to provide strategic leadership and administration for the region. This team comes together regularly to align field, country, and district strategies with the board of general superintendents' strategic framework and Global Missions' strategies. This forms the regional strategy. The regional strategy is reported to the regional advisory council annually and the global strategy team biannually.

## **Regional Ministry Team**

The regional director, together with the field strategy coordinators, works with a team of ministry coordinators who develop, coordinate, facilitate, and resource the ministries of the Church of the Nazarene. While the ministry coordinator roles described in the following sections represent the most common roles, these particular roles serve only as a guide. The regional director has the flexibility to utilize these roles and/or create additional ministry roles as necessary to fulfill mission.

## **Regional Nazarene Missions International (NMI) Coordinator**

The regional NMI coordinator is responsible for developing and resourcing districts on the region to advocate for missions through praying, giving, educating, and engaging children and youth in collaboration with field strategy coordinators. The regional NMI coordinator is accountable to the regional director and works in consultation with the global NMI director and the global NMI council.

## **Appointment of the Regional NMI Coordinator**

The regional director, in consultation with the global NMI director and the Global Missions director, will appoint the regional NMI coordinator.

## **Duties of the Regional NMI Coordinator**

1. Collaborate and cooperate with the global NMI council member for the region to advance Global Missions across the region
2. Serve as liaison between districts, field strategy coordinators, global NMI council member for the region, regional director, and global NMI director
3. Encourage fields and districts to develop an active NMI in each local church
4. Access the delivery system of the region to resource fields, districts, and local churches, including statistical and financial reports for and from the region
5. Develop resources to equip district and local NMI leaders, including availability of the International Mission Education Journal (IMEJ)
6. Facilitate NMI training workshops and conferences to equip NMI leaders throughout the region
7. Communicate regularly with district NMI presidents, district superintendents, and field strategy coordinators via email, regional publications, etc.
8. Prepare, in collaboration with the global NMI council member for the region, an annual NMI report for the regional director, global NMI president, and global NMI director
9. Participate in two meetings each quadrennium with all global NMI council members and regional NMI coordinators

## **Regional Nazarene Youth International (NYI) Coordinator**

The regional NYI coordinator is responsible for developing and resourcing districts on the field to plan and organize their youth ministry in collaboration with field strategy coordinators. The regional NYI coordinator is accountable to the regional director and works in consultation with the global NYI council and the NYI director.

## **Appointment of the Regional NYI Coordinator**

The regional director, in consultation with the global NYI director and the Global Missions director, will appoint the regional NYI coordinator.

## **Duties of the Regional NYI Coordinator**

The regional director determines the specific role of the regional youth coordinator.

1. Report regularly to the regional director and the NYI director as requested
2. Serve as liaison between the global NYI office and the regional office, as well as local, district, and field NYI organizations
3. Serve as a delegate to the Global NYI Convention

## **Regional Sunday School and Discipleship Ministries International (SDMI) Coordinator**

The regional SDMI coordinator, in collaboration with field strategy coordinators, is responsible for developing and resourcing districts to prepare children, youth, and adults for a lifetime of making Christlike disciples in the nations. The regional SDMI coordinator is accountable to the regional director and works in consultation with the global SDMI council and the SDMI director.

### **Appointment of the Regional SDMI Coordinator**

The regional director, in consultation with the global SDMI director and the Global Missions director, will appoint the regional SDMI coordinator.

### **Duties of the Regional SDMI Coordinator**

1. Maintain communication with the regional director, field strategy coordinators, district SDMI chairs, district superintendents, and General Board members on the region (when applicable)
2. Encourage fields/districts to have an active SDMI in each local church according to the *Manual*
3. Access the delivery system of the region for resourcing SDMI field, district, and local church leadership
4. Develop training materials for district and local SDMI leaders
5. Facilitate SDMI training workshops/conferences throughout the region
6. Serve as liaison between districts, fields, global SDMI director, and regional director
7. Promote regional Sunday School and Discipleship Ministries through regional publications or regular mailings to district SDMI chairs and district superintendents
8. Work in consultation with the regional SDMI District Superintendents Advisory Council

## **Regional JESUS Film Harvest Partners (JFHP) Coordinator**

The regional JFHP coordinator is responsible for pioneering, developing, and resourcing districts to evangelize those who have yet to receive the good news of Jesus Christ in collaboration with field strategy coordinators. The regional JFHP coordinator is accountable to the regional director and works in consultation with the global JFHP director. This role is synonymous with what some regions call the regional evangelism coordinator.

### **Appointment of the Regional JFHP Coordinator**

The regional director, in consultation with the JFHP director, shall recommend to the Global Missions director a person to be the regional JFHP coordinator. The Global Missions director shall approve or disapprove the recommendation.

## Duties of the Regional JFHP Coordinator

The regional JFHP coordinator, in conjunction with the JESUS Film regional administrator, has the following duties:

1. Assist with the overall planning and development of JFHP partner trips
2. Coordinate field personnel to accomplish strategies defined for JFHP ministry trips and JFHP missions trips
3. Cast a vision for evangelism and church planting
4. Promote and be an ambassador for JFHP work in the region
5. Annually assess where on the region JFHP resources will best be used and make allocations for JFHP teams accordingly
6. Submit monthly reports to JFHP director of operations
7. Manage all requests for new teams, equipment, and replacement equipment
8. Be responsible for managing and tracking motorbikes
9. Facilitate training and accountability for sustainability of church maturation from preaching point to church-type mission to organized church
10. Receive reports and stories from field
11. Administrate translation
12. Enter team data into regional database
13. Send audited reports to JFHP director of operations
14. Send allocation requests to JFHP director of operations
15. Distribute JFHP monthly/annual/historical reporting to field strategy coordinators and country coordinators
16. Maintain a "Who Does What" list
17. Administer the flow of reports needed to receive motorbikes
18. Work with regional finance coordinators to ensure accurate and timely distribution of approved funding (allocations)
19. Keep an equipment inventory
20. Maintain trip grids – contacts, requests, pending trips
21. Facilitate communication with churches/groups to plan JFHP trips
22. Work with the W&W office as necessary regarding procedures, registrations, and notebooks

## **Regional Nazarene Compassionate Ministries (NCM) Coordinator**

The regional NCM coordinator, in collaboration with field strategy coordinators, is responsible for encouraging and equipping local churches to live out compassion and combat poverty and injustice in their communities. The regional NCM coordinator is accountable to the regional director and works in consultation with the global NCM director.

### **Appointment of the Regional NCM Coordinator**

The regional director, in consultation with the NCM director, shall recommend a person to be the regional NCM coordinator to the Global Missions director. The Global Missions director shall approve or disapprove the recommendation.

### **Duties of the Regional NCM Coordinator**

1. Work closely with regional director in the development of missions strategy for the region, incorporating NCM's program plan
2. Provide compassion education and awareness opportunities to churches to empower and mobilize the church to respond to the needs of their community in order to:
  - a. Promote advocacy
  - b. Organize grassroots groups to influence and work with ministries
  - c. Identify and promote best practices
  - d. Train and mobilize local resources.
3. Monitor and coordinate regular quality reviews of NCM field programs and projects
4. Review and approve compassionate ministries project proposals from the field
5. Monitor the disbursement of all field funding requests. Evaluate funding management of projects that receive support from NCM. This includes implementing a program and financial reporting system with the field to ensure proper accountability. Reporting systems should:
  - a. Reflect the organizational culture of accountability
  - b. Retrieve information appropriate to the cultural context in which the project is done (e.g. verbal reporting)
  - c. Contain relevant information for all involved parties (i.e., funding partners, implementers, and beneficiaries).
6. Work closely with regional finance coordinator in the overall administration of NCM finances, both program and administrative
7. Review the resources available in order to ensure that maximum benefit is delivered to the field
8. Maintain regular communication with church and NCM leaders in the field

9. Maintain regular communication with global NCM office (NCM International)
10. Provide important information to NCM International for the purpose of donor engagement
11. Plan and prepare annual program report for the regional director and NCM International
12. Work closely with global NCM office in hosting NCM resource development partners and vision trips in the region, ensuring that everything is properly coordinated and prepared
13. Provide or arrange training and professional development of field NCM coordinators and local church leaders in all areas of holistic development (such as child development, compassion curriculum, creation care, disaster response, health care, and social justice). This includes planning of compassionate ministries conferences and meetings in the region, which would include focus on determining and disseminating best practices. Beyond technical issues, training should include maintaining integrity and accountability standards.
14. Create and implement a field level structure for disaster preparedness, prevention, and response and provide appropriate training for local churches/volunteers in these areas
15. Provide leadership and supervision to disaster response, facilitating communication between the field and international partners for appropriate response and disaster response management
16. Work closely with the regional child development and sponsorship coordinator in the management of the region's child sponsorship and development program
17. Ensure efficient coordination and collaboration between all NCM program areas – NCM finance, child development and sponsorship, compassion education, etc.
18. Attend annual NCM International meetings
19. Represent NCM to regional Christian relief and development agencies' networking events – i.e., conferences, partnership meeting, symposiums, etc.
20. Travel to different parts of the region for:
  - a. Program/project development, monitoring, evaluation, and visits
  - b. Trainings and leadership development
  - c. Church and donor engagement
  - d. Collaboration
  - e. Other important functions
21. Submit a work plan to the regional director and NCM International director annually. The work plan is designed to show the coordinator's progress toward addressing key areas of the job description. The NCM program coordinator or the NCM International director can provide the work plan template.
  - a. The work plan sections include:



- i. Strategic vision
- ii. Training
- iii. Communication with field coordinators and church leaders
- iv. Field visits strategy
- v. Monitoring & evaluation of existing projects
- vi. Promotional reporting of existing projects
- vii. Professional development and partnership meetings
- viii. Annual budget

### **Regional Education Coordinator**

The regional education coordinator, in collaboration with field strategy coordinators, shall be responsible for developing and resourcing churches, districts, and schools to prepare people for service. The regional education coordinator is accountable to the regional director and works in consultation with the education commissioner.

### **Appointment of Regional Education Coordinator**

The regional director, in consultation with the education commissioner, shall recommend a person to be the regional education coordinator to the Global Missions director. The Global Missions director shall approve or disapprove after consultation with the general superintendent in jurisdiction.

### **Duties of Regional Education Coordinator**

1. Promote and coordinate the educational institutions of the region in cooperation with the regional director and the Global Education and Clergy Development director
2. Oversee the development, validation, and revalidation of Courses of Study for International Course of Study Advisory Committee (ICOSAC) approval
3. Ensure that educational institutions are properly governed and administered, and that ministerial training conforms to the *Manual* and the International Board of Education Handbook
4. Give due attention to the business plan and operational viability of the educational institutions on the region

### **Regional Administrative Team**

The regional director works with a team of coordinators who resource, facilitate, and provide oversight of the critical mission support services and administration for the region.

## **Regional Communications Coordinator**

The regional communications coordinator is responsible to:

1. Develop and resource districts to communicate effectively, in collaboration with the field strategy coordinators
2. Strategically coordinate the organizational communications of the region
3. Reflect, contribute to, and assist in the implementation of the global communications strategy
4. Contribute to telling the story of the work of the Church of the Nazarene

The regional communications coordinator is accountable to the regional director and accountable in function to the Global Communications director.

## **Appointment of Regional Communications Coordinator**

The regional director, in consultation with the Global Communications director, shall recommend a person to be the regional communications coordinator to the Global Missions director. The Global Missions director shall approve or disapprove the recommendation.

**Duties of Regional Communications Coordinator.** May include but are not limited to:

1. Coordinate communications of the region
2. Work with regional ministry coordinators to assist in the development and coordination of communications
3. Assist the regional director in the communication of the mission and vision of the Church of the Nazarene
4. Tell the stories of the missions activity and impact of the Church of the Nazarene
5. Assist the field strategy coordinators with telling the story of their fields, strategic planning, and partnership communications
6. Manage the resources of the regional communications budget
7. Manage ProjectServe project descriptions for the region
8. Contribute and work collaboratively with the Global Communications director and team of regional coordinators
9. Maintain and steward security protocols for communication
10. Steward the brand, mission, and vision of the missions work of the Church of the Nazarene
11. Develop and resource districts in their task of communicating for effective mission
12. Assist in unifying the region around its vision and mission through the tools of storytelling, media, and resourcing

## **Regional Finance Coordinator**

The regional finance coordinator is the financial manager of the region, collaborating with field strategy coordinators and assisting the regional director in administering Global Missions' finance policy and procedure within the region, ensuring efficient operation and compliance with applicable laws and Global Missions' policies and procedures. The regional finance coordinator is accountable to the regional director and accountable in function to the Global Missions finance director.

### **Appointment of Regional Finance Coordinator**

The regional director, in consultation with the Global Missions finance director, shall recommend a person to be the regional finance coordinator to the Global Missions director. The Global Missions director shall approve or disapprove the recommendation.

### **Duties of Regional Finance Coordinator**

1. Assist the field strategy coordinators and field treasurers with forecasting, budgeting, and evaluating the financial resources needed to fulfill the field's strategy
2. Manage regional finance accounting
3. Work with annual external audits to ensure integrity and transparency with local authorities and the international church
4. Audit annually the finances of each field in the region and submit a copy of the audit to the regional director and Global Missions finance coordinator
5. Manage funds in accordance with missions strategy. This includes the approval, on behalf of the regional director, of all deputation expense requests as part of the overall missions strategy funding.
6. Create an annual budget based on strategy and available resources
7. Utilize Global Missions' systems in place on regions and fields to capture financial information with integrity and security, so that funds can be moved, tracked, and then evaluated for their missional impact
8. Assist in the flow of funding from the local church/district level to the global church in order to participate in the global missions effort

## **Regional Personnel Coordinator**

The regional personnel coordinator, in collaboration with field strategy coordinators, is the personnel manager working with missionaries serving in and from their region. The regional personnel coordinator is accountable to the regional director and accountable in function to the Global Missions personnel director.

## **Appointment of Regional Personnel Coordinator**

The regional director, in consultation with the Global Missions personnel director, shall recommend to the Global Missions director a person to be the regional personnel coordinator. The Global Missions director shall approve or disapprove the recommendation.

## **Duties of Regional Personnel Coordinator**

May include but are not limited to:

1. Schedule home assignments
2. Process deputation requests
3. Facilitate missionary care
4. Support missionary kids
5. Provide assignment information
6. Develop personnel budgets
7. Ensure annual performance and development reviews are completed
8. Ensure ministry safe certification is current
9. Ensure support balances are maintained

## **Regional Engagement & Equipping (E&E) Coordinator**

The regional E&E coordinator engages and equips missionary candidates in and from their region. The regional director, in consultation with the Global Missions personnel director, recommends a person to be the regional E&E coordinator to the Global Missions director. The Global Missions director shall approve or disapprove the recommendation.

## **Accountability of Regional Engagement & Equipping Coordinator**

The regional E&E coordinator is accountable to the regional director but works in consultation with the Global Missions E&E director. The regional director may choose to have the regional E&E coordinator be accountable to another regional coordinator.

**Duties of Regional Engagement & Equipping Coordinator.** May include but are not limited to:

1. Recruit potential missionary candidates
2. Assess missionary candidates
3. Prepare missionary candidates for service

## **Regional Literature Coordinator**

The regional literature coordinator oversees and directs all matters related to the region's literature projects in collaboration with field strategy coordinators and other ministry coordinators. The regional literature coordinator is accountable to the regional director and accountable in function to the Global Nazarene Publications coordinator. The Global Nazarene Publications coordinator is accountable to the regional director and accountable in function to the Global Nazarene Publications coordinator.

### **Appointment of Regional Literature Coordinator**

The regional director, in consultation with the Global Nazarene Publications coordinator, shall recommend to the Global Missions director a person to be the regional literature coordinator. The Global Missions director shall approve or disapprove the recommendation.

### **Duties of Regional Literature Coordinator**

Respecting the reality that each region has various strategies and objectives, the following are generally the duties and responsibilities of the regional literature coordinator.

#### **1. General**

- a. Advocate for literature development within all ministries of the church
- b. Provide broad oversight of all literature development on the region
- c. Assist with the flow of information and communication between global Nazarene publications and the various fields, districts, and committees of the region
- d. Maintain a regional library of all published materials on the region. This will include both physical copies, where available, as well as digital products.
- e. Assist the literature committees and the regional office to establish legal status, as needed, for the various publishing enterprises on the region
- f. Submit an annual regional literature report of the status of all completed, current, and future projects to the regional director and to Global Nazarene Publications
- g. Receive, archive, and submit project completion reports throughout the year to global Nazarene publications
- h. Ensure that all necessary archive files and compliance copies required by the various licenses are sent to the Global Ministry Center in a timely manner
- i. Develop writer and translator conferences in conjunction with regional strategies and calendars
- j. Train regional leaders, field literature coordinators, members of language committees, and other literature workers in the three processes of literature development

## **2. Financial**

- a. Maintain complete and accurate records of all funds received from Global Nazarene Publications
- b. Assist the fields, districts, and language committees on the region to develop literature budgets and to process requests for funding
- c. Disburse funds according to regional and Global Nazarene Publications guidelines and to maintain a complete and accurate record of all these transactions
- d. Ensure that all disbursed funds are properly received and spent as directed
- e. Submit an annual financial report to the regional director and Global Nazarene Publications each year that includes a full and complete accounting of all funds received and disbursed as well as a request for new funding for the following year

## **3. Language Committees**

- a. Sit as a member ex-officio on all literature and publication committees on the region. In addition, the regional literature coordinator is automatically the chair of all regional literature committees whenever a vacancy occurs or a new chair has not yet been appointed.
- b. Establish new language committees and appoint the chairs of all language committees on the region in collaboration with the regional director and regional leadership
- c. Collaborate with the committee chair, the regional director, and leaders from the districts, fields, and institutions of the regions to select appropriate members of the committee
- d. Work closely with the existing language groups on the region, assisting them in developing strategies that correspond to regional and local objectives
- e. Approve the priority list of projects from each committee, ensuring that they align with the regional and Global Nazarene Publications strategies and objectives
- f. Ensure that all approvals and licenses have been secured for each project before allowing the committees to move forward with projects
- g. Assist each language committee in the development of a Nazarene lexicon

## **4. Course of Study programs and educational institutions**

- a. Collaborate with the regional education coordinator to provide appropriate literature in support of the curriculum developed for that region

## **Administrative Assistant**

He/she must be a mature, experienced person who can serve as office manager, supervise the administrative tasks, represent the regional director in administrative matters when needed, handle correspondence, and in general, do whatever must be done to facilitate smooth and efficient regional operation.

## **Regional Office**

The regional office is to facilitate the principle duties of the region as defined by the *Manual* (345.2). The regional office shall include a regional administrative team of coordinators to assist the regional director in matters of personnel, finance, and communication. The regional director shall include additional coordinators as part of a regional administrative team, as deemed necessary.

The regional office is considered an extension of the Global Ministry Center.

The functions of the office include to:

1. Fulfill the objectives assigned to the Global Missions office within the region
2. Fulfill the objectives assigned to NMI, NYI, and SDMI offices within the region
3. Fulfill the objectives of the Global Education and Clergy Development office within the regions
4. Fulfill the duties as outlined in *Manual* 346.2
5. Assist the general secretary's office with district records
6. Assist the general superintendent in jurisdiction
7. Assist the general treasurer's office in collecting, accounting, and distributing the church's funds

## **Regional Office Assessment**

Each regional office shall perform an assessment of its location and functionality every five years and report such matters to the Global Missions office.

## **Regional Office Location Protocol**

This is standard procedure for evaluating the viability of a regional office's location. The protocol outlines three components:

1. Evaluate location of the regional office in light of Global Missions' policy
2. Areas of consideration
3. Process of evaluation and approval

## Evaluate the Location of the Regional Office in Light of Global Missions' Policy

The location of a regional office is a strategic decision. *Manual* paragraphs 345–345.2 and Global Missions' policy define the strategic purpose of a regional office and will be the mark against which all considerations will be evaluated. The strategic purpose takes into account:

1. What regional personnel are required to be located at the regional office
2. What kinds of activities are conducted at the regional office
3. What values guide the work of the regional office
4. The connection of the regional office to the work of the global church

### Areas of Consideration

Five core areas must be considered with regard to the location of a regional office, and they must be considered together as a whole. Only one area of consideration likely will not solely justify the location of the regional office. If relocation of a regional office is being considered, the same areas of consideration must be evaluated for the current location for comparison. Within each of the following five core areas are representative points to consider.

1. Functional Excellence
  - a. Impact on team dynamics and practical functionality of the office
  - b. Impact of office location in relation to the residential location of the regional team
  - c. Ease of travel access within the region
2. Missional Connection
  - a. Local opportunities for personal ministry engagement by the regional team
  - b. Proximity of other mission agencies and nongovernment organizations for opportunities to collaborate and share resources (e.g., training facilities)
  - c. Location adequately reflects the regional context as a whole
  - d. Alignment of location to global strategic priorities
3. Quality of Life
  - a. Opportunity for personal spiritual formation
  - b. Cost of living
  - c. Access to quality healthcare and education
  - d. Environmental health



4. Financial Impacts
  - a. Impact of banking and financial regulations
  - b. Hard costs of location
    - i. Initial setup/cost
    - ii. Sources of funding for locating the office
    - iii. Cost of operations
5. Government
  - a. General sense of stability within the local and national government
  - b. Reasonable access to necessary visas
  - c. Impact of required legal recognition of the organization
  - d. Impact of employment regulations

## **Process of Evaluation and Approval**

### **1. Entities Involved**

The regional office will be primarily responsible for the development of a location evaluation/proposal. During the evaluation/proposal development phase, the regional office will consult with the Global Missions office to provide appropriate input and validate all considerations. Generally, the Global Missions office will consult in the following areas:

- a. Accomplishment of purpose of regional office (GM Administration/Global Missions director)
- b. Functional excellence (GM Administration/Global Missions director/GMC Senior Leadership Team)
- c. Missional connection (GM Administration/Global Missions director)
- d. Quality of life (GM Personnel)
- e. Financial (GM Finance/general treasurer)
- f. Government (GM Finance/general secretary/legal counsel)

### **2. Step-by-Step Process**

- a. Any consideration for the establishment, relocation, or closure of a regional office will be first considered in consultation with the Global Missions director, and the Global Missions director will consult with the general superintendent in jurisdiction.
- b. The Global Missions administrative team and the Global Missions director will manage the location proposal for the establishment or closure of a regional office.

- c. With the Global Missions director's approval to study a potential relocation, the regional office will develop, in consultation with the Global Missions office, a relocation proposal for 2-3 potential locations and an evaluation of the current location. The proposal will not be considered complete and ready for submission until the appropriate Global Missions office teams (stated above) have had an opportunity to provide input.
  - d. The location proposal will be formally submitted to the Global Missions director.
  - e. The Global Missions director will present the proposal to the Board of General Superintendents for consideration with the approval of the general superintendent in jurisdiction.
  - f. The Global Missions office will inform the region of the proposal's approval, denial, or need for further information.
- 3. Selection of Outside Advisors.** It is recommended that the regional office secure professional services during the evaluation process such as:
- a. Attorneys (corporate, property, and employment)
  - b. Realtors
  - c. Auditors
  - d. In the proposal, the regional office should include information regarding any outside advisors used during the proposal process.

## Regional Office Direct Hires

Regional office employees are not necessarily all missionaries, but nevertheless they are the responsibility of the regional director. Employees may fulfill roles in accounting, information technology, etc.

### 1. Responsibility

A regional director may delegate the day-to-day management of the office staff to an office manager or an administrative assistant. However, the ultimate authority and responsibility will correspond to the regional director.

### 2. Contracting

It is strongly recommended that the regional director seek competent legal advice and a thorough knowledge of the labor laws of the country where the office is located. Laws and customs vary from place to place and can lead to serious problems if not handled correctly. It is not the purpose of this section to go into all the legal pitfalls that should be avoided; however, a few examples are given below.

### **a. Liquidation**

Employment laws in many countries offer significant protection to employees from being terminated without just cause. At times, substantial compensation must be paid in the form of a liquidation settlement in order to dismiss an employee. It is recommended that the regional office sets aside funds on a monthly or annual basis in order to pay such settlements when there is a need to end the employment of a direct hire employee.

### **b. Salary increases**

In some cases, employee pay is regulated by the government and may be increased arbitrarily. In this situation, even if a deserved increase is desired, it is better to synchronize them with the government to avoid double increases.

### **c. Contracts**

Employment contracts are important. The date and terms of the employment should be clearly spelled out. However, no contract is valid if it is not in harmony with local labor laws. It is recommended that the regional office seek legal counsel when drafting employment contracts to ensure compliance with local labor laws.

### **d. Benefits**

Labor laws often spell out employee benefits such as holidays, vacations, overtime pay scales, transportation reimbursement, sick benefits, etc. If an employee is not compensated appropriately for such lawful benefits, the value may be added to the liquidation settlement when the employment is terminated (plus penalties).

## **Regional Office Procedures**

It is wise to develop a procedures document for the regional team that governs the work and conduct of all personnel.

The purpose of these procedures is to make decisions in advance so the same decision does not have to be made repeatedly. A document that covers the basic customs, traditions, practices, and conduct of regional team personnel will not only facilitate uniformity but will help in training new personnel. It may include some of the following areas:

1. A statement that builds a team spirit around a clear, shared vision and purpose
2. An employee handbook for direct hire staff
3. Dress expectations for the regional office team
4. Holidays for all staff, communicated ahead of time to regional and global teams
5. Normal office hours for regional office and dispersed members of the team
6. Schedule of regular team meetings to ensure all team members have advance notice to plan accordingly

7. Access to and accountability for office keys, data files, passwords, etc.
8. Data management protocol including donor and other individuals' personal and financial information
9. Professionalism in conduct and in handling information
10. Office security protocol
11. Equipment use and maintenance
12. Emergency procedures
13. How to register complaints or ideas for improving the functions of the office
14. How to collect reimbursements for business expenses

There are many others that may be added. It should be a dynamic document that deals with questions or issues as they arise. An updated document should be maintained.

## Global

In order to coordinate the missions of the Church of the Nazarene, the General Board has established the Global Missions office. The General Board, in accordance with the *Manual*, elects a Global Missions director to oversee the office. The Global Missions office is an administrative body.

### Global Missions Director

The Global Missions director is to develop and carry out a strategy to pioneer, develop, and resource Nazarene churches and districts throughout the world. The director supervises personnel and the operations of Global Missions to implement these strategies through evangelism, compassion, and education.

The Global Missions director shall be elected by the General Board, in accordance with General Board bylaws (7.8) and the *Manual* (335.19).

### Accountability of the Global Missions Director

The Global Missions director is accountable to the Board of General Superintendents through the general superintendent in jurisdiction for the Global Ministry Center and to the General Board through the Global Missions Committee.

### Duties of the Global Missions Director

1. Perform the duties assigned generally to all department/office directors in Article XII of the General Board Bylaws
2. Establish the church in areas or countries where the church is presently not established
3. Administer the global and regional offices of Global Missions

4. Employ, supervise, and evaluate personnel required to properly carry on the work of Global Missions in harmony with approved personnel and employment policies and procedures
5. Recruit and process candidates for missionary service
6. Present missionaries to interview with the Global Missions Committee of the General Board and the Board of General Superintendents for possible commissioning
7. Administer the Global Missions personnel policy approved by the General Board
8. Administer and maintain the Global Missions operations handbook and missionary handbook.
9. Administer all funds and monies normally a part of the Global Missions' program or responsibility, such as Alabaster, special funds, and deputation accounts
10. Administer the retirement program for missionaries of the Church of the Nazarene
11. Ensure missionaries are available to present Nazarene Missions through services in churches and districts
12. Establish and maintain a balanced missionary program; i.e., outreach, medical, and educational
13. Supervise the work of Nazarene Compassionate Ministries
14. Provide supervision and administrative oversight for the Work & Witness program
15. Serve as a member of:
  - a. Senior Leadership Team
  - b. Global Nazarene Missions International Council
  - c. Nazarene Missions Team
  - d. Nazarene Compassionate Ministries, Inc.
  - e. International Board of Education
  - f. General Board Executive Committee
  - g. Each regional advisory council
  - h. Global Nazarene Education Consortium
  - i. Several Nazarene educational institutional board (per institutional bylaws)
16. Chair the:
  - a. Mission Education Committee
  - b. Hiram F. Reynolds Endowment for Nazarene Theological Education Scholarship Committee
  - c. Global Missions Strategy Team
17. Serve as president of JESUS Film Harvest Partners
18. Nominate, in consultation with the general superintendent in jurisdiction for the Global Ministry Center, directors of ministries or services serving under Global Missions

19. Prepare an annual department report for the general board and a quadrennial report for the General Assembly.
20. Work with the:
  - a. Global Missions Committee of the General Board
  - b. Board of General Superintendents

### **Global Missions Strategy Team**

This team is made up of the Global Missions director, chair of the Board of General Superintendents, and the regional directors form the Global Missions Strategy Team. This team comes together biannually to align regional strategies with the Board of General Superintendents' strategic framework, forming the global strategy.

### **Regional Director Team**

The Global Missions director works with a team of regional directors to provide strategic leadership and administration for missions.

The RD team strategic meetings are designed around knowing God through the infilling of His Spirit, reporting on what the team members see God doing, and reporting on what team members are doing to join God in what He is doing and wants to do.

Strategy gets moved from vision to accomplishment, taking into account God's activity, known hindrances, and available resources. Strategy results in plans for implementation.

This team comes together regularly through virtual meetings and two annual face-to-face meetings. These meetings are designed to allow time to:

1. Pray together
2. Encourage one another in discipleship
3. Build a team culture
4. Evaluate progress within each field and country
5. Review strategy in light of contextual changes
6. Share implementation plans
7. Review personnel changes, needs, and development
8. Review policies and procedures
9. Review financial strategy with a view for projected income and project development
10. Share best financial practices when working with field strategy coordinators and ministry coordinators
11. Share best practices for communicating with sending churches

## **Global Missions Focus Team**

The Global Missions director works with a team of directors who coordinate, facilitate, and resource the global ministries of the Church of the Nazarene. This team is similar to the regional ministries team. This team works to:

1. Pray together
2. Build a team culture
3. Evaluate progress
4. Hear regional strategies and plans
5. Share implementation plans
6. Review personnel changes, needs, and development
7. Share new policies and procedures
8. Share best financial practices when working with regions, fields, districts, and institutions
9. Seek to find synergy between offices and ministries

This Global Missions focus team invites other global church directors and officers to participate, which creates an environment for ministry directors and church officers to better understand their tactics in light of the strategic plans of the regions.

## **Global Missions Administrative Team**

The Global Missions director works with a team of directors who administrate for Global Missions implementation. They are the administration and finance director, the personnel director, and the engagement and equipping director. These directors work in their specialized area with counterparts in each region. This team works closely with the regional directors and ministry teams in the following ways:

1. Functional excellence in every area
2. Creating a culture of serving with excellence
3. Engaging and equipping new personnel
4. Personnel development
5. Missionary care
6. Missionary salary and benefits
7. Missionary home assignment scheduling
8. Budgeting and financial management
9. Connecting needs and resources
10. Logistics coordination
11. Administration

More detailed information on the roles and duties of the administrative directors is in Part Five: Global Missions Administrative Team.

**PART THREE:  
GLOBAL MISSIONS  
ENTITIES**



# PART THREE: GLOBAL MISSIONS ENTITIES

The entities of Global Missions include: Global Missions Partnerships, JESUS Film Harvest Partners, Work & Witness, Global Missions Education, Nazarene Compassionate Ministries, World Mission Broadcast, and Global Nazarene Publications. Each of these focuses on resourcing and mobilizing the church to fulfill a specialized area of ministry. We desire and expect that all entities function as an integral part of the church everywhere.

It is outside the scope of this handbook to give complete information on the operation of these individual entities. Additional information is available from the individual entity.

## Global Missions Partnerships

Partnerships connect Nazarenes throughout the world to fulfill our common mission of making Christlike disciples in the nations. Global connections throughout the church are made at different levels including individuals, congregations, districts, and fields. The different levels of engagement result in a dynamic that is unique to each partnership.

1. Partnerships help accomplish dreams that would not otherwise be possible, offering time, talents, treasure, encouragement, networking, and prayer. Partnerships support missions strategy.
2. Effective partnerships recognize the contributions of all participants in the partnership. Each participant brings unique contributions that enrich the relationships and the accomplishment of the whole.
3. Partnerships should not divert giving from the local church, district, regional or general interests. By the grace of God, partners give in addition to commitments essential to the life of the church
4. Potential partners participate in a learning process that explores culture, missiological principles, and other key matters for cross-cultural relationships.
5. Partners should share expectations and take time to get to know one another prior to becoming vested in any partnership in order to avoid unrealistic expectations.
6. Partnerships should be formed around clear and specific objectives. Priority needs should be listed and updated. Prayer support, funding, and human resources are directed toward these priorities.
7. Each partnership should develop a core leadership group representing each aspect of the partnership. This leadership group coordinates the partnership's activities.
8. Partners should establish a clear commitment of the length of the partnership at the beginning.
9. Partnerships should be reviewed periodically to determine their effectiveness.

## **JESUS Film Harvest Partners (JFHP)**

JFHP equips and supports ministry teams of local people to use the JESUS Film to grow existing churches, re-open closed churches, and start new churches. The film teams work with local and district leaders in the Church of the Nazarene to reach and disciple people who need to know Jesus.

JESUS Film Harvest Partners is a ministry that partners with other Kingdom ministries to make Christlike disciples in the nations. JFHP supports each region, seeking to help facilitate the regional goals and objectives through a proven evangelism and church planting tool.

1. **JESUS Film Evangelism** – JFHP teams work in target areas identified by church leaders to assist with church growth and start new churches.
2. **Discipleship** – Each film team works with local leaders to disciple new believers within the unique structure of the region and field.
3. **Leadership Development** – Current leaders receive leadership training, learn how to train other leaders, and learn how to disciple new believers.
4. **Pastoral Training** – Current pastors receive ongoing training, new pastors begin a course of study, and lay pastors are trained to shepherd new believers.
5. **Church Planting** – JFHP team members and church leaders assist new believers in joining existing churches or becoming part of a new church.
6. **Prayer** – Prayer is the fuel that drives this ministry forward. It is critical and vital to sustain the work. JFHP recruits and communicates with thousands of prayer warriors weekly.
7. **Partnerships** – Partnering organizations add vision, tools, training, expertise, prayer support, and financial resources resulting in success for the Kingdom. Harvest Partners are those who invest in the ministry through their time, influence, money, and expertise. They support local work as well as teams who share Jesus with their neighbors.

### **JFHP Team Registration**

JESUS Film Harvest Partners serves each region by collaborating with leaders in their planning process for evangelism and church growth. Teams register annually with JFHP. The registration serves as a plan of action for the team's work through the next year. Each region determines the areas where JESUS Film resources will make the greatest impact in Kingdom building.

The structure flows through the following:

Local JF team – JF Country Coordinator – Regional JF Coordinator – JFHP Office.

Basic requirements for JESUS Film Harvest Partners teams include:

1. Reporting evangelistic contacts, decisions for Christ, and initial discipleship follow-up
2. Establishing one preaching point each month
3. Providing one testimony/story monthly of changed lives

## **JFHP Team Resourcing**

JFHP raises financial support outside of the World Evangelism Fund to provide monthly allocations to the regions for team disbursement, administrative cost, and to equip JFHP teams as needed. Monthly, the regional JFHP coordinator directs the compilation of reports which are then submitted to the JFHP office by the 15th of each month. The regional JFHP coordinator also submits an allocation request. The funds are disbursed the following month. The reports are critical to the work of JESUS Film Harvest Partners serving as the mechanism by which stories, statistical data, and church planting information is generated and supplied to our Harvest Partners (donors) to help demonstrate their return on investment.

Request for new teams, equipment, and replacement equipment are made to the JFHP office through the regional JFHP coordinator. Church groups participating in JFHP Ministry Trips frequently deliver equipment to the field. They then work with a local JESUS Film team to show the film before returning home.

## **JESUS Film Harvest Partners (JFHP) Director**

The JFHP director guides, directs, and coordinates the activities of JFHP.

The JFHP director is selected by the Global Missions director in consultation with the JFHP Board of Directors, with approval of the general superintendent in jurisdiction for the Global Ministry Center.

## **Accountability of the JFHP Director**

The JFHP director is accountable to the Global Missions director and works in consultation with the JFHP Board of Directors.

## **Duties of the JFHP Director**

1. Accomplish executive level planning and support of JESUS Film and Harvest Partners initiatives and programming
2. Resource regional JFHP coordinators in capacity building, planning, implementation, and effective resourcing of all JFHP-supported work
3. Direct the activities, approach, and productivity of JFHP global staff
4. Provide training and guidance to the JFHP team
5. Develop and support JFHP's strategic alliances and partnerships
6. Develop and coordinate evangelism-related strategy for Global Missions
7. Develop and steward JFHP guidelines and policies
8. Manage administrative functions to ensure efficient operations
9. Oversee the JFHP annual calendar of activities, including fundraising initiatives, special events, and the official administrative acts in cooperation with the Global Missions director and office

10. Collaborate with all Global Missions departments, as well as regional and field leadership, to support missional alignment of evangelism efforts
11. Steward the mission, vision, and approaches of evangelism work of the Church of the Nazarene
12. Assist the Global Missions director to formulate and administer policy and procedure within the Global Missions office to ensure efficient operation and comply with applicable law and Global Ministry Center policies and procedures
13. When designated by the Global Missions director, act as executive agent in coordination, communication, and/or supervision of Global Missions programs
14. On behalf of and in keeping with philosophy and management style of the Global Missions director, provide implementing guidance, issue directives, and perform other functions necessary to maintain day-to-day efficiency of operations
15. Ensure liaison and full coordination of operations with other Global Ministry Center offices
16. Represent Global Missions on boards, committees, and/or commissions as established by appropriate authority or as deemed appropriate by the Global Missions director

## Work & Witness (W&W)

Work and Witness is an opportunity for individuals, families, churches, districts, and colleges to take part in missions. Trips are typically one to three weeks long and consist of teams of all sizes. Approved projects can be found on the W&W website. Projects on the website have been reviewed and approved at the local, district, field, and regional levels. The projects focus on various areas such as construction, evangelism, compassionate ministries, or a combination of these or similar ministries. Insurance is required for all team members who travel on a trip. It covers accidents, sickness, emergency evacuation, security evacuation, and liability coverage for the traveler and missions personnel.

### Work & Witness Project Administration

#### 1. Project Approval

All W&W projects must be approved by the district, field, and region. After receiving district approval, site coordinators add projects to the W&W administrative website where the field strategy coordinator and the regional director or the regional W&W coordinator review and approve them. In some cases, the regional director may delegate a representative to initiate regional approval without his/her project approval. Once a project has been approved at all levels, it will be public on the W&W website.

Regions ought to establish criteria for approved projects, which could include the following:

- a. The local church has been faithful in its World Evangelism giving and other denominational budgets.
- b. The district advisory board and district superintendent approve the project.

- c. The project benefits a growing congregation with future potential.
- d. The local congregation has taken ownership of the project and is willing to provide leadership for a visiting team.
- e. If the project is a capital improvement, then the property must be officially titled in the name of the Church of the Nazarene.

## **2. Project Promotion**

### **a. By the Global Missions Office**

Current needs. The list of approved projects on the W&W website is the most current list of projects and is updated regularly by site coordinators.

Special conferences. The Global Missions office may occasionally support a special conference for those interested in W&W. The regions may send representatives to these conferences to promote their projects. Missionaries not on home assignment traveling outside their assigned region must obtain proper approval to attend the conference.

### **b. By the Region**

Regions are encouraged to:

- i. Update the approved projects on the website, including updated photos, every six months.
- ii. Maintain a variety of types of projects at various funding levels.
- iii. Identify projects that are regional priorities on the website.

### **c. By the Field**

W&W site coordinators and field W&W coordinators may make contacts and promote approved projects for their field.

## **Preparing for a Work & Witness Trip**

### **1. Team Coordination**

The W&W site coordinator and the W&W team leader from the sending entity (church, youth group, organization, etc.) coordinate all W&W trips. The site coordinator is responsible for promoting W&W opportunities and registering teams for service. The site coordinator can also act as a liaison between any members of the team and the insurance company if claims are filed.

### **2. Team Eligibility and Approval**

- a. A local church may sponsor a team if it has paid 100% of its World Evangelism Fund for the prior fiscal year.
- b. A district-sponsored team is eligible if the district has paid 90% of its World Evangelism Fund.

- c. Teams may only be approved for projects that have been officially requested and approved by the field and the region.
- d. After a team has committed to the project, the W&W site coordinator sends a registration invitation to the team for the approved project. Once the team has registered, the global Work & Witness office will review and approve the team registration.
- e. Exceptions: It is important to encourage full participation in the WEF by every local church. To that end, when a local church desires to sponsor a W&W team and has not fully participated in the WEF during the preceding assembly year, the Global Missions director shall, in cooperation with the district superintendent, consider how best to encourage the local church into full participation. The Board of General Superintendents has given the Global Missions director the ability to work with individual churches that have not met the WEF criteria and make exceptions in consultation with the local district superintendent.

### **3. Team Leader Resources**

A Team Leader's Resource Guide is available online for the team leader that gives detailed guidance on preparations for the trip and how to make it a successful experience.

### **4. Project Selection**

- a. Initial contacts. Initial contacts related to the W&W projects should be from the team leader directly to the site coordinator.
- b. After the selection. The site coordinator will send the team leader a team registration invitation via the W&W website.
- c. Final confirmation of approval. When all the requirements have been met, the global W&W office will send an email confirming the team has been officially registered.

### **5. Team Insurance**

#### **a. Who Needs It?**

All participants registered for an approved W&W project must be covered by adequate insurance.

#### **b. Minimum Requirement**

The General Board has established the following minimum coverage requirements for all persons involved in representing the Church of the Nazarene in any type of ministry:

Accidental Death and Dismemberment

Accident and Sickness Medical

Medical Evacuation

Repatriation

General Liability for the General Board

### **c. Exceptions**

The only exemption that may be made to the purchase of insurance through the Global Missions office is when other acceptable equivalent coverage already exists for the person. In this case, it must be submitted for review by the Global Missions office. The specific amounts required may change from time to time (which is why no amounts are given in 4b, i-v, above). It is recommended that the Global Missions office be consulted concerning the minimum amounts required at any given time.

## **6. Work & Witness Team Finances**

### **a. Project Funds**

Project funds are designated funds intended solely for the project the mission trip team has registered and been approved for. If there is any change in project for the mission trip team, the field coordinator should send written confirmation of the change to the team leader.

#### **Administrative Costs**

The field coordinator is authorized to withhold up to 5% of the total project funds amount for administrative purposes. The coordinator should clearly communicate this practice to each mission trip team leader to avoid confusion or misunderstanding.

#### **Requesting Funds**

The solicitation of money for the project should only be done through the Work & Witness website or 10% giving specials website. When a W&W coordinator or site coordinator is working with a mission trip team or partnership, the request for money for a project should only go through the designated leader or point person of each mission trip team or partnership. If there is a positive balance after the project is completed, the coordinator may present other options for how to re-designate the funds. The mission trip team leader must confirm approval for re-designating funds in writing. No field personnel or local church members should solicit funds directly from mission trip team members.

#### **Directing Project Funds to the Field**

The mission trip team must send project funds to the Global Ministry Center no later than three months (four if the team is from Canada) in advance of the date of their arrival on the field. This gives sufficient time for the GMC to process the donation and for it to arrive in the regional office and then to the field office. It ensures the funds will be available before the team arrives so supplies and arrangements can be purchased beforehand. The coordinator should communicate this to the mission trip team and follow up with them/encourage them to send their funds in a timely manner.

The field office or regional office can use the NOA Portal system to confirm that GMC has received the funds. If the project funds do not appear in the allocation, connect with the field office. The field office will work with the regional office if needed. If the funds are not in the allocation, the field or regional office will need to contact the global Work & Witness office. Even if funds are late, assure the team or donor that you have access to them. Never tell a team the funds have not arrived to the field.

When possible, the coordinator will request that the funds be sent to the district office for the district to assist in the disbursement of the funds. It is ideal to involve the district in the project and the receiving of the team. If there is question on the district's ability to handle large amounts of money, disburse smaller amounts or make proper adjustments. If there is a product that the field provides and/or needs to pay a vendor for directly, the coordinator may do so. The coordinator receiving the team must account for the funds.

### **Accountability**

The coordinator is responsible to provide accountability and reporting for project funds. If the donor or mission trip team requests a report, the coordinator has one week to produce a "to date" report.

### **Written Receipts**

All funds should be accounted for with written receipts. In all cases exceeding USD \$75.00, the vendor (and not the coordinator) must provide/sign a receipt or invoice. In countries where "fiscal" or official invoices are issued, one must always be requested. In countries where a discount can be given for an "unofficial" invoice, it is policy to insist on the official. We must never be found to seek a discount by not paying the requisite taxes for materials or services.

## **b. Per Diem Funds**

Per diem money covers the costs to host a team: food, lodging, transportation, tourism, and insurance.

### **Insurance Payment**

The team leader pays online no later than one month before the team arrives to the field.

### **Moving Per Diem Funds to the Field**

#### **i. In Cash**

Per diem funds may be transported in cash by the team to the field when the total is a total well below \$10,000. Coordinators should communicate currency preferences with the team leader well ahead of the team's arrival, and the team leader should do his or her best to abide



by those wishes. A team should avoid exchanging large sums of money in the airport or all in one public place for security reasons. The safest method is to exchange the money in a bank prior to travel.

**ii. Through the GMC**

Amounts near or above \$10,000 should be sent to the field via the Global Ministry Center. They should be marked clearly with the words “per diem” and the team information and then sent in the same manner as the project funds. Per diem funds should be sent three months prior to the team arriving on the field. It is also possible to send a portion of the per diem funds through the GMC system and bring a portion in cash, which allows the team to continue fundraising in the months prior to the trip but still keeps the amount carried in cash lower.

- iii. Keep in mind that it is illegal to transport amounts larger than \$10,000 into or out of the United States without declaring it. Teams should be aware that a customs officer could view a team as a single unit rather than individuals, so even if funds are spread between individuals, a team as a whole carrying more than \$10,000 could be in violation of US or foreign law. Declaring the money would be an option if a team prefers for some reason to carry this amount of cash, though for safety reasons it is not advisable. Teams can access the US Customs and Border Patrol website at [www.cbp.gov](http://www.cbp.gov) for current instructions about declaring currency. They will need to fill out FinCEN Form 105 and follow the instructions on the form. Other countries frequently have similar laws, and teams and coordinators should do their best to investigate the laws where a team will be serving and abide by them. We should do our best to never give the appearance of attempting to skirt the law.
- iv. Teams should never assume that per diem costs can be covered by credit cards internationally.

The field coordinator needs to communicate in advance with the mission trip team on how the funds will be handled.

**If Per Diem Funds are Managed by the Missionary/Field Office (Preferred)**

The team leader may elect to have the Work & Witness coordinator (the missionary or representative of the field office) manage the team funds. When that is the case, the Work & Witness coordinator should provide a personal or field office receipt to the team leader for the full amount received.

- i. The coordinator should use a money belt if away from the field office and lock the cash in an office safe if it is feasible. A coordinator should never deposit team/ministry funds into a personal bank account. If the coordinator has an office credit card, use that whenever possible to minimize personal security risks. Whenever possible, the field office should make payments to hotels or for materials by bank transfer to minimize security risks.

- ii. If there are administrative charges that the team needs to pay to the field office from per diem funds, such as transportation, charges for using field vehicles, housing charges for using field housing, etc., it should be communicated clearly to the team in advance, and a receipt must be given from the field office to the team for this purpose.
- iii. The coordinator should maintain receipts/invoices for each expense and provide a report to the team leader, each day if requested, or at a minimum on the last day before the team leaves.
- iv. The coordinator should review all per diem expenses with the team leader on the last day, including a written summary report. The team leader should sign that he/she has read it and accepts it. The coordinator should give the team leader either a physical or a digital copy of the report. Original receipts should stay with the field office. The coordinator should keep a copy (electronic preferable) of each receipt and be able to send it to the team leader if and when requested.

### **If Per Diem Funds are Managed by the Team**

A team may elect to manage their own per diem funds. In that case, there needs to be clear communication about exchanging funds and security. See the personal funds section below about recommended methods of exchange.

- i. If payments for any individual expense are made to/through the Work & Witness coordinator or the field office for specific services, the coordinator shall provide a personal or field office receipt of these funds to the team. Then as the specific service or purchase is made, a copy of the vendor receipt/invoice should be given to the team and the original kept in the field office.
- ii. If the team makes payments to vendors, the coordinator should provide assistance as necessary. That could include translation and negotiation as well as ensuring the team leader receives the appropriate documentation as support for the payment.
- iii. The coordinator should clearly communicate to the team leader in advance if there will be charges from the field, such as for use of field vehicles or field housing, etc. The field office should provide the team a written receipt after the team makes payment.

### **Remaining Per Diem Funds**

If there are funds remaining after all expenses are paid in full, the coordinator and team leader must discuss how the funds should be designated. It can be used to cover additional unexpected team expenses such as luggage fees. If there are needs on the field with the project, then the district superintendent needs to approve the donation and the district should receive the donation and disburse it to the local church or pastor. Money should never go directly to

a local church member or pastor. In extreme cases or needs that may include medical procedures, a team offering or donation may go to an individual; however, this should still be done only with the approval and supervision of the district superintendent and local pastor. Any offerings to the coordinator or other hosts should have a receipt included and reported in the final report.

**c. Personal Funds**

When team members bring personal funds, they are responsible to manage this money personally. If they bring credit or debit cards, team members should notify their credit card companies or banks of the country and dates of their visit.

The W&W coordinator should coordinate with the field office and then communicate with the mission trip team in advance of arrival how they can exchange funds into the local currency. In most cases, it is recommended they take personal responsibility to exchange money in their country of origin at a bank that will exchange currency or in the airport when they arrive at their destination. Generally, coordinators or field offices should not be expected to handle personal exchanges. Mission trip teams need to understand clearly what assistance they can or cannot expect upon arrival from the coordinator and the field office.

**d. Additional Funds Offered by Team/Team Members**

The W&W coordinator should work with the field strategy coordinator to identify the dollar amounts for additional donations that would trigger the need for field or regional approval. This will vary by field but should be addressed ahead of time rather than in the moment.

It is not uncommon for team members to offer an additional donation during or after a trip based on their experiences on the field. When this happens, the W&W coordinator should include the team leader in the conversation with the team member about how the funds should be used. If the funds are offered to meet a “need” that is not a previously approved project, before money is promised, committed, or spent, the W&W coordinator should consult the district superintendent and secure written approval. If the donation amount fits within the amounts identified with the field strategy coordinator, the W&W coordinator should follow the previously agreed upon field policy.

**e. Ten Percent Giving Credit**

Most churches within USA/Canada Region will want to receive credit towards the Ten Percent for World Evangelism. This is possible using the following guidelines

**Funds for Materials**

Funds used for materials are eligible for 10% credit. Of course, if more than one church is involved it will be necessary to specify the amount corresponding to each one. Credit is given automatically by the general treasurer when funds are received for this purpose.

## **Team Expenses**

Funds used for expenses of working members of the team are also eligible, but the report on them should be made after the team returns. This can be done by the church treasurer using [www.fundingthemission.org](http://www.fundingthemission.org) and submitting a Point to Point request.

## **Expenditures Not Eligible for Ten Percent Credit**

Money spent on souvenirs, tourism, personal gifts, or side excursions is not eligible.

## **Global Missions Education**

Education in the Church of the Nazarene, rooted in the biblical and theological commitments of the Wesleyan and holiness movements and accountable to the stated mission of the denomination, aims to guide those who look to it in accepting, in nurturing, and in expressing in service to the church and world consistent and coherent Christian understandings of social and individual life. Additionally, such institutions of higher education will seek to provide a curriculum, quality of instruction, and evidence of scholastic achievement that will adequately prepare graduates to function effectively in vocations and professions such graduates may choose (Manual 400.1).

### **The International Board of Education (IBOE)**

The function of this board is described in the Manual. All schools under the administration of the Global Missions office are under the counsel of the International Board of Education.

### **Accreditation of Educational Institutions**

The initial accreditation or any subsequent changes, such as degree-granting relationships of Bible colleges, institutions, and seminaries on districts under the jurisdiction of the Global Missions office, shall be sought only by direction of the regional director in consultation with the Global Missions director and the commissioner of education with the approval of the general superintendent in jurisdiction. It must be determined that the accreditation sought is consistent with the purposes for which the institution was established. The governing body of the institution, in consultation with the regional director, shall appoint a committee to monitor the process at all stages and report regularly to the Global Missions director. Careful consideration should be given to the Manual and the International Board of Education Handbook.

### **Theological Education: Bible Schools, Institutes, Colleges, and Seminaries**

The main objective of theological education is to train ministers and leaders. Their training should focus on the practical aspects of ministry. We seek academic excellence with the objective of fruitful service. Care must be taken to ensure the product of our institutions is meeting the needs of the respective regions. A major focus of ministerial training should be equipping leaders to ensure healthy and growing churches are advancing the mission "to make Christlike disciples in the nations." Curriculum should be oriented to that goal. The effectiveness of a theological training institution can

be judged only by the work being done by its graduates. The students must return to their respective ministries with evangelistic zeal and a deep-rooted desire to preach and teach holiness with a passion. The professors must be good mentors who teach not only by word but by example.

Bible colleges and seminaries under the auspices of the Global Missions office must focus all educational training toward effective ministry in the church. Effective ministry advances the mission "to make Christlike disciples in the nations," including both quantitative increases and qualitative nurturing of people toward maturity and full use of their spiritual gifts.

The preparation of pastors and other leaders is of primary importance to the future growth and stability of the church on every Global Missions region. Decentralized theological education by extension shall be one of the most important vehicles for training pastors and other leaders in Global Missions areas. Each theological education center shall place special emphasis upon the teaching of God's Word, the doctrines of the Church of the Nazarene, and the importance of personal Christian experience.

Ministerial training shall be based primarily on the course of study as prescribed in the *Manual* of the Church of the Nazarene or its equivalent, adapted as needed to meet particular cultural requirements. After successfully completing a validated course of study as prescribed in the *Manual*, the ministerial candidate will have met the educational requirements for ordination in the Church of the Nazarene. (Other requirements for ordination are prescribed in the *Manual*.)

### **The Governing Board of Global Missions Educational Institutions**

When a Global Missions educational institution has been established to serve one district, the district assembly will elect a governing board of equal lay and clergy representation. The field strategy coordinator, the regional director, the Global Missions director, and the head of the school are ex officio members of the board. When considering the establishment of an education institution, careful consideration should be given to the *Manual* and the *International Board of Education Handbook*.

When a Global Missions educational institution has been established to serve an area composed of several districts, a preliminary governing board shall be composed of the director (or equivalent) of the school, the regional director, and the Global Missions director. They are members ex officio. This group will develop the constitution and bylaws of the school, which will include the election process for the full governing board. The constitution and bylaws must be approved by the Global Missions director in consultation with the general superintendent in jurisdiction and the commissioner of education.

The governing board shall meet as often as necessary and in conformity to the constitution of the institution. During a regular meeting, a chairperson shall be elected who shall preside over the sessions and continue until a successor has been duly elected. The governing board may offer counsel and provide direction in organization, administration, teaching, academics, finance, building, property, and other relevant matters.

The minutes of the meetings, including the director's report and audited financial statement, shall be submitted to the regional director (through the regional education coordinator), the Global Missions director, and the commissioner of education.

## **Administration of Educational Institutions**

Students accepted in all Global Missions educational institutions shall assume responsibility for the cost of tuition and room and board either in cash or in labor. School administrators may negotiate the specific arrangements. When scholarships are available, they may be applied to the student's share of the costs.

The treasurer of a Global Missions educational institution shall be approved annually by the regional director for appointment or reappointment. The spouse of the educational institution's director cannot be appointed as the treasurer except in unusual cases. (See the finance section in Part Two of this handbook for duties of treasurers and general instructions to treasurers in Part Five.)

In all cases, the doctrines and standards of the Church of the Nazarene as set forth in the *Manual* shall be upheld in both theory and practice in administration, instruction, and student activities.

Boundaries of educational zones to be served by each Global Missions educational institution shall be recommended by the regional director and approved by the Global Missions director in consultation with the general superintendent in jurisdiction.

### **Designation of an Educational Institution Director**

When a Global Missions educational institution does not have a governing board, the regional director, in consultation with the regional education coordinator, shall nominate candidate(s) for director to the Global Missions director. After consultation with the general superintendent in jurisdiction, the Global Missions director will appoint the director of the school.

When a Global Missions educational institution has a governing board, the regional director may consult with the governing board to recommend candidates for director to a committee composed of the general superintendent in jurisdiction, the Global Missions director, and the regional director. This committee shall nominate one or two names to the governing board for election by a two-thirds majority vote for a period of one year or an established term of office not to exceed four years. All educational institution constitutions must conform to the procedure outlined above unless a variation is authorized by the Global Missions director.

When in the opinion of the committee composed of the general superintendent in jurisdiction, the Global Missions director, and the regional director conditions exist which put at risk the best interests of an institution, it may be declared to be in crisis. In such a situation, the normal process of the election of the director of the institution may be suspended and the director may be appointed by the general superintendent in jurisdiction in consultation with the rest of the committee.

### **Duties of an Educational Institution Director**

The director of a Global Missions educational institution shall organize the staff into committees for the proper and efficient operation of the school. The director shall be responsible for the objectives established for the school, the curriculum, the upkeep of the property, and all other assignments as may be given by the governing board. The director shall give a written report to the annual meeting of the governing board. In the organization of the curriculum, attention shall be given to: (1) a vital

evangelical emphasis on Bible doctrine; (2) a strong emphasis on holiness as a second work of grace; and, (3) effective means of communicating the gospel to others. A periodic report of each school's curriculum as it relates to the above objectives shall be given to the Global Missions office and the commissioner of education.

### **The Hiram F. Reynolds Scholarship Fund**

The fund was established to provide funds for the development of faculty and administrators in the educational ministry of schools under the direction of the Global Missions office. It is designated for graduate studies, preferably in Nazarene institutions.

It is necessary to apply annually for this scholarship through the regional office. Applications are due on 15 November for the following school year. There are guidelines available from the regional office to help interested persons know if they qualify and to guide in the procedure for applying for the scholarship.

The Global Missions director shall appoint the members of the Hiram F. Reynolds Endowment Fund Scholarship Committee to serve between sessions of the General Assembly.

### **Education Commissioner of the International Board of Education and Global Clergy Development Director**

The education commissioner/Global Clergy Development director resources the Global Missions director in developing strategies for the advancement of International Board of Education institutions and for global clergy development.

The duties of the education commissioner/Global Clergy Development director include:

1. Resourcing the Global Missions director in developing strategies for the advancement of International Board of Education institutions and for global clergy development.
2. Coordinating Quality & Missional Reviews for International Board of Education institutions.
3. Coordinating the work of the International Course of Study Advisory Committee and Regional Course of Study Advisory Committees to help ensure the validation process for all ordination curriculum, an integrated credential process for ministers, and support for the continuing education of clergy.

## Nazarene Compassionate Ministries (NCM)

Nazarene Compassionate Ministries, as a part of the Church of the Nazarene, is dedicated to facilitating the practice of Christian compassion by responding to pressing human needs. Such practice is done with the understanding that ministry to those in need is a part of the church's central mandate. Compassionate ministries are intended to address spiritual as well as physical needs.

All funding requests must have the approval of the regional director and/or the regional coordinator of NCM. These projects shall be subject to the policies and direction of the office of Nazarene Compassionate Ministries within the Global Missions office.

All Child Sponsorship programs must have the approval of the regional director and/or the regional coordinator of NCM and conform to the policies and direction of the office of Nazarene Compassionate Ministries within the Global Missions office as outlined in the Child Sponsorship program manuals.

### NCM Mission and Purpose

#### 1. Mission

Following the example of Jesus, NCM partners with local Nazarene congregations around the world to clothe, shelter, feed, heal, educate, and live in solidarity with those who suffer under oppression, injustice, violence, poverty, hunger, and disease. NCM exists in and through the Church of the Nazarene to proclaim the gospel to all people in word and deed. NCM's most important task is to help mobilize the local church toward holistic Christian mission. NCM does not function as a separate entity of the church, but it seeks to be woven into the fabric of the local church. NCM seeks to empower and equip the local church in its development of ministries and programs to address the root causes of human need in order to alleviate suffering, promote health and well-being, and seek God's transformation of individuals and communities.

#### 2. Areas of Ministry

Nazarene Compassionate Ministries works to facilitate the local church initiatives of compassion. While NCM has developed several key program areas over the years, we seek to remain adaptable in order to come alongside the creative engagement of the local church in holistic ministry. For example, some congregations are expanding NCM to more effectively address global issues such as human trafficking and gender-based violence. That said, NCM programs focus on but are not limited to the following areas of ministry:

##### a. Holistic Child Development

NCM seeks to promote a holistic approach to child development to simultaneously address the physical, emotional, relational, intellectual, and spiritual aspects of a child's life.



NCM Child Development ministries are housed in child development centers that originate through local church initiatives and resources. Children involved in child development programs participate in various daily activities at a child development center, after-school program, or kids club. These activities include worship and Bible lessons, educational mentoring and tutoring, formal academic training (in some cases), skills training, recreational activities, summer camps, and other developmental activities.

While all NCM development centers seek to create a safe learning environment for children, each one operates differently, depending on the needs of the local community. Most development centers are after-school programs organized by a local Nazarene church. However, some offer more formal schooling (K-12) and others are integrated into community development programs.

Parents and caregivers are significant partners in the development of the children. Meaningful activities, including Bible study, parental training, and skills training, are an important part of NCM child development programs. Child development centers can make application to be a part of the NCM Child Sponsorship Program

#### **b. Community Transformation**

The goal is to implement holistic social transformation programs that emphasize long-term solutions to human need for marginalized people. As much as possible, NCM seeks to come alongside church efforts to help the church identify local, sustainable resources to assist in community development programs

#### **c. Disaster Response**

This response aims to provide immediate emergency relief to victims of natural and human made disasters, mobilize the church to participate in disaster relief efforts, and work with church leaders toward developing intermediate and long-term rehabilitation projects where applicable.

Disaster Response Consultation Team: NCM regional coordinators have created a global team of experienced advisors to set up systems and provide immediate counsel following a major natural disaster.

#### **d. Education**

NCM seeks to facilitate education services that focus on the nature and causes of poverty as well as appropriate responses for its prevention and elimination.

### **Holistic Mission**

Nazarene Compassionate Ministries seeks to put “hands and feet” to scriptural holiness by providing a practical demonstration of the love of Jesus Christ for all humankind. NCM seeks to promote “compassion as a lifestyle” and help local churches embody the ways of Jesus in the world.

## Relation of NCM to the Structure of the Church of the Nazarene

### 1. NCM and the *Manual*

- a. In the Covenant of Christian Conduct section 28.3 of “The Christian Life,” the Manual states: “The Church of the Nazarene believes this new and holy way of life involves practices to be avoided and redemptive acts of love to be accomplished for the souls, minds, and bodies of our neighbors. One redemptive arena of love involves the special relationship Jesus had, and commanded His disciples to have, with the poor of this world; that His Church ought, first, to keep itself simple and free from an emphasis on wealth and extravagance and, second, to give itself to the care, feeding, clothing, and shelter of the poor and marginalized. Throughout the Bible and in the life and example of Jesus, God identifies with and assists the poor, the oppressed, and those in society who cannot speak for themselves. In the same way, we, too, are called to identify with and to enter into solidarity with the poor. We hold that compassionate ministry to the poor includes acts of charity as well as a struggle to provide opportunity, equality, and justice for the poor. We further believe the Christian’s responsibility to the poor is an essential aspect of the life of every believer who seeks a faith that works through love. We believe Christian holiness to be inseparable from ministry to the poor in that it drives the Christian beyond their own individual perfection and toward the creation of a more just and equitable society and world. Holiness, far from distancing believers from the desperate economic needs of people in this world, motivates us to place our means in the service of alleviating such need and to adjust our wants in accordance with the needs of others.”
- b. The same text is reiterated and reemphasized in Chapter IV of the Manual, “Current Moral and Social Issues,” section 917.

### NCM and the Local Church

According to the NCM policy, the local church is the primary vehicle for the delivery of services.

### NCM and Global Missions

NCM is a part of Global Missions under the supervision of the Global Missions director, which provides policy and program guidance whose implementation become the responsibility of the NCM director.

### NCM Compassionate Ministries Centers (CMC)

The composition of a CMC filed as a non-government organization (NGO) in a specific country is recommended only when necessary in order to prevent liability to the church, to secure outside funding grants and partnerships, to allow compassionate ministry work to grow where the church is not yet or unable to be registered, etc. As much as possible, this entity should remain close to the mission and vision of the church and regional leadership in order to prevent mission drift. Where appropriate, this should include bylaws stating the connection to the Church of the Nazarene and its holistic mission.

## 1. Purpose

The purpose of these guidelines are to provide the criteria necessary to church-related service agencies for incorporation as a compassionate ministries center into the Nazarene Compassionate Ministries network.

## 2. Composition

The CMC should develop an advisory board that includes ex officio members such as the field strategy coordinator, the NCM regional coordinator, and other church leadership appointed by the regional director. This board is to promote balance and accountability in vision and programing and ensure the CMCs mission follows that of the Church of the Nazarene.

## 3. Definition of a CMC

The technical definitions and requirements for becoming a CMC may be obtained from the NCM director. For the functional purposes of NCM, a compassionate ministries center (CMC) is defined as a legally incorporated organization committed to the provision of social services from an evangelical Christian perspective. A CMC is also in agreement with the main principles of the Church of the Nazarene and consequently, NCM. The fundamental tasks of a CMC are as follows:

- a. Establish ministries of compassion to the marginalized populations within the community it serves
- b. Relay community needs to the formal leadership of the Church of the Nazarene and NCM
- c. Channel resources from the Church of the Nazarene and its international resource partners for the proper implementation of church/community related projects
- d. Work as a church-related intermediary between communities, the Church of the Nazarene, NCM, and various human and financial resources available within and outside its local jurisdiction. In effect, a CMC performs the role of a service-related non-government organization (NGO).

## Types of CMCs

Each CMC differs from others in terms of the nature of its work, its approach towards relief, assistance, development, and its internal structure. However, three main legal distinctions can be made regarding the status of CMCs in their respective countries. Most CMCs fall into one of the following categories: (1) civil association, (2) foundation, and (3) local committee.

## NCM Funding Sources

The four main financial resources of NCM are:

1. Local resources. The local church is the best vehicle for social transformation and delivery of services. Other external resources are to be sought only when local possibilities have been exhausted. The commitment of local resources is one means of proving and/or encouraging local ownership, which is an important ingredient when dealing with root causes of poverty.
2. NCM Funds. These are the denominational resources of the Church of the Nazarene. Resources are normally provided through the international infrastructure of the Church of the Nazarene. NCM funds are categorized into four sub-groups: undesignated, designated, promoted, and Child Sponsorship.
  - a. Undesignated. These are funds that are designated for NCM but not for a specific purpose within NCM. This is promoted as the “NCM Global Impact Fund” and is disbursed based on an annual budget plan submitted by the regional coordinator and/or programmatic requests.
  - b. Designated. These can be funds that are designated for a specific need with a general location or a general need with a general/specific location. Designated funds are held by NCM until needed or requested by the field based on programmatic requests.
  - c. Promoted. Also referred to as “restricted funds.” These are funds that are designated for a specific need at a specific location and are promoted on the NCM website and other promotional materials. These funds are typically passed through to the region with the expectation of reports back to the Global Ministry Center.
  - d. Child Sponsorship. These are funds designated for one of the NCM Child Sponsorship programs. These funds are disbursed on a monthly basis based on the number of sponsored children in a specific area.
3. Resource development partners. NCM project requests also may be reviewed for outside agency funding through resource development partners (RDPs). Resource development partners are Nazarene affiliated organizations around the world that pursue and facilitate funding from donors primarily in their region on behalf of NCM projects globally.
4. Agency grants. Funds may sometimes be secured from agencies, businesses, foundations, or governments. NCM works to develop the resource strategy through Nazarene Compassionate Ministries, Inc. (NCMI). NCMI is a 501(c)(3) formed by the Church of the Nazarene to support projects initiated by NCM and the church by serving as an intermediary to obtain and manage resources from external sources. As an intermediary, NCMI identifies sources of significant funding and facilitates that funding for NCM's network of agencies and their projects. In addition to pursuing donors and managing grants, NCMI also provides support by building organizational capacity, monitoring and evaluating projects, creating awareness of NCM projects, and identifying effective methods to address poverty.

## Funding Areas for Project Development

There are three main areas for the management of NCM funds.

1. Programming and administration expenses. These are the costs related to the project development.
2. Regional distribution of unrestricted donations. An estimate of each region's anticipated unrestricted income is presented at the beginning of each year, and the amount is set aside for use by the region. This is referred to as the regional programming grant. If necessary, this number can be adjusted at the mid-point of the year. The region is responsible for the prioritizing and use of these funds. Money allocated for a calendar year may not be carried forward for subsequent years. The regional office (through the NCM regional coordinators) will receive a monthly update of the balance in their programming grant.
3. Regionally directed donations. The proportion of donations to designated and promoted (restricted) funds within NCM has increased significantly in recent years. Regional coordinators receive a monthly report showing the status and activity of each of their associated funds. Through a process called Auto Disperse, donations given to promoted funds are automatically sent to the proper region each month. Designated (unrestricted) donations are held by NCM until they are requested or needed by the region/field. Requests for unrestricted funds are subject to approval by NCM leadership. We encourage the regions to maintain a balance between the use of restricted and unrestricted funds.

## Funding Categories

NCM funds usually provide partial assistance for projects that fall into 10 main categories. In most cases, NCM projects are funded at the discretion of the NCM regional coordinator through the annual programming grant.

### 1. Holistic Child Development

Holistic Child Development programs equip children with skills and opportunities to interrupt the cycle of poverty, dream about their futures, experience God's love in tangible ways, and grow into the people God created them to be. These programs take place in partnership with local churches. They aim to work alongside families and communities to help children develop their God-given potential.

### 2. Emergency Relief

During disasters and emergency situations, NCM partners with local churches to assist people in meeting short-term and long-term needs—both physical and spiritual—regardless of economic status, ethnicity, or religious background. NCM uses a holistic approach that includes meeting immediate needs and then walking alongside people on a path toward long-term recovery and stability.

Each emergency relief effort is organized locally with the support of the global church through prayer, giving, and technical support. The local church often partners with other organizations and local government agencies in order to best meet needs.

### **3. Anti-Trafficking**

NCM partners with local churches in anti-trafficking efforts that range from prevention and education to protection and rehabilitation. NCM's strongest engagement with ending human trafficking is through prevention and providing economic and educational opportunities to lower the risk of poverty-induced trafficking.

Nazarene Compassionate Ministries also partners in ministries that help survivors of trafficking by offering rehabilitative services and skills development.

### **4. Economic Development**

NCM partners with the local church to equip individuals and families to interrupt the cycle of poverty and to enable parents to provide for their children with God-given dignity.

Through training, vocational education, and tools such as savings-and-loan groups, both women and men gain the opportunity to earn an income by creating sustainable small businesses. Through small-scale farming, families are able to earn income and put food on the table.

### **5. Hunger**

NCM child development centers provide meals and nutrition training for children and their families. Community or backyard gardens and sustainable agriculture programs help support children and families affected by disease and poverty. Food pantries nourish families and individuals in need, and emergency food relief meets people's most basic needs when disaster strikes.

### **6. Clean Water**

NCM partners with local churches to implement a comprehensive WASH program that includes water supply, sanitation, and hygiene promotion. Resources including wells, cisterns, and filtration technologies provide clean water. Local churches use resources and education to mobilize their communities to promote ongoing health and disease prevention by promoting safe sanitation and hygiene practices.

### **7. Health Care**

NCM partners with clinics, hospitals, and community-based health care programs around the world to provide education, training, resources, and support for health care providers and communities in need of both physical and spiritual healing.

### **8. HIV & AIDS**

NCM partners with churches to promote hope, independence, quality of life for the sick and appropriate support for families left behind. Programs include HIV prevention education, nutrition and income generation, care for those living with HIV and AIDS, and education and care for children who have been orphaned by AIDS.

## 9. Refugee & Immigrant Support

NCM partners with local churches around the world to support refugees and immigrants through education for children, assistance for persecuted Christians, emergency relief for families in crisis, and support for families who have been resettled. In the United States, NCM also works with compassionate ministry centers that provide legal assistance for people seeking a path to citizenship.

## 10. Women & Girls

NCM partners with local churches around the world who are working to support women and their families through self-help groups and small business creation, vocational training, small-scale farming, literacy education, and other programs that help them see themselves as people who are valuable, capable, and equal because they are made in God's image. NCM also partners with local churches to create schools and child development centers that provide opportunities for education, life skills, and spiritual guidance for girls—particularly in areas that do not traditionally value the importance of education for girls.

### Funding Cycle

Unless it is funded by local sources, all requests for NCM funding must pass through the formal approval procedure, and all appropriate levels of church leadership must be involved. There are four basic steps in the process: district and field approval, NCM regional approval, NCM International approval, and project funding. In more complex cases, the additional steps of pre-project status and outside grant resourcing may be added. The funding cycle is always followed by evaluation and follow-up by the appropriate field personnel. The following elements are all involved in the approval process:

#### 1. Applicant

The church, group, or community who presents the request for funding. These applications must pass through the approval of the district superintendent and field strategy coordinator. Once this approval is obtained, all project proposals then pass through the regional office with the recommendation of the NCM regional coordinator. (Project proposals sent directly to NCM International will be returned to the regional office.)

#### 2. NCM Coordinator

The official representative of NCM on each region who, in consultation with the regional director, is empowered to approve, prioritize, and process the request from the applicant. Before sending a project to NCM International, the project should be evaluated by the NCM regional coordinator.

The following questions should be considered:

- a. Does the project fall into the project categories funded by NCM International?
- b. Does the project fit the parameters established by the region?
- c. Does the project fall into the priorities of the region for the present year?
- d. Has the project request been presented on the appropriate forms and with the respective approvals?

### **3. Project proposal and budget**

The written instruments used by the applicant and/or the NCM coordinator to submit the project proposal and request for funding to NCM International

### **4. NCM's project database and communication system**

This system houses all of NCM's project information (proposals, budgets, communication, milestones, funding requests, online monetary requests). All levels of church leadership from the local pastor and district superintendent to the field strategy coordinator and regional director can be added to each appropriate project to receive communication regarding this project. The NCM regional coordinator manages the project on his/her region under the oversight of the regional director

### **5. Program development coordinator**

This is a staff member of NCM International who is responsible for project approval, evaluation, and funding

### **6. NCM director**

This person is responsible for the overall operation of NCM and the allocation/approval of field projects.

### **7. Financial section of Global Missions**

The program management unit that is responsible for internal transfers and processing approved requests.

### **8. External grants**

When a project cannot be funded by the regional NCM programming grant or the NCM Global Impact Fund, the administrative director and the NCM Program Development coordinator may explore other funding opportunities through foundations, external grants, etc. This process may be aided by resource development partners.

### **9. Project reporting**

The first report is due no more than 90 days after the reception of the funds. NCM International requires a verification of the status of the project and a project report. In most cases, quarterly reporting is required for projects.

### **10. Project completion report (project evaluation)**

At the close of an NCM project, a project completion report should be written and submitted to the NCM regional coordinator who will review the project and submit it to the NCM global office.



## Fundraising

Since its inception in 1984, Nazarene Compassionate Ministries has operated as a self-sustaining fundraising unit within the Global Missions structure. Through the monetary contributions of individual donors, churches, and additional external supporting organizations, Nazarene Compassionate Ministries has been able to continually meet and exceed the administrative and programmatic costs associated with the ministry. This blessing allows Nazarene Compassionate Ministries to engage in and through the local church on an ever-increasing global scale without any direct impact on World Evangelism Fund resources.

Below is a template for NCM field coordinator duties that can be adapted to suit the context of the field and the expectations of a paid or unpaid NCM field coordinator.

### 1. Strategy

- a. Work closely with the FSC and regional NCM coordinator in the development of a compassionate ministry strategy for the field
- b. Submit annual work plans, budgets, communications plans, and reports to the FSC and regional NCM coordinator
- c. Support district/national NCM coordinators in the development of district/national compassionate ministry strategies

### 2. Program Management

- a. Monitor and coordinate regular quality reviews of existing NCM programs and projects on the field
- b. Review and approve any compassionate ministry project proposals arising from the field
- c. Work closely with field finance coordinator in the overall administration of NCM finances, both program and administrative

### 3. Child Development

- a. Provide ongoing support and monitoring of child development programs on the field in conjunction with the regional Child Development coordinator
- b. Assist in review of proposals for new Child Development Centers on the field

### 4. Disaster Preparedness and Response

In the event of disasters impacting the field:

- a. Work with the regional NCM coordinator to provide leadership/supervision to disaster response efforts on the field. Where possible, work with churches in disaster preparedness and disaster risk reduction
- b. Facilitate communication between the field and the region for appropriate response and disaster response management

## 5. Capacity Building and Training

- a. Work closely with the district/national NCM coordinators to provide compassion education and awareness opportunities to churches for the purpose of empowering and mobilizing local churches to respond to the needs of their community
- b. Provide or arrange training and professional development of NCM staff/volunteers and local leaders of the church in all areas of holistic development (such as child development, compassionate ministry curriculum, disaster response, health care, WASH, and social justice)
- c. Maintain regular communication with church and NCM leaders in the field
- d. Where requested, support registered NCM entities in building organizational capacity

## 6. Communications and Networking

- a. Assist gathering stories of compassionate ministries in order to communicate with the global church and encourage donor engagement
- b. When required, represent the field to Christian relief and development agencies' networking events – i.e. conferences, partnership meetings, symposiums, etc.

### Nazarene Compassionate Ministries (NCM) Director

The NCM director is responsible for providing technical assistance to local churches, districts, fields, and regions in matters related to relief and development. The NCM director also acts as an advocate within the Church of the Nazarene for holistic ministry and raises and disperses funds for the same.

The NCM director is selected by the Global Missions director in consultation with the NCMI Board of Directors, with approval of the general superintendent in jurisdiction for the Global Ministry Center.

### Accountability of the NCM Director

The NCM director is accountable to the Global Missions director and works in conjunction with the NCMI Board of Directors.

### Duties of the NCM Director

1. Accomplish executive level planning and support of Nazarene Compassionate Ministry initiatives and programming
2. Resource regional NCM coordinators in capacity building, planning, implementation, and effective resourcing of all NCM-supported work
3. Direct the activities, approach, and productivity of global NCM staff
4. Provide training and guidance to the NCM team
5. Develop and support NCM's strategic alliances and partnerships

6. Develop and coordinate compassion-related strategy for Global Missions
7. Develop and steward NCM guidelines and policies
8. Manage administrative functions to ensure efficient operations
9. Oversee the NCM annual calendar of activities, including fundraising initiatives, special events, and the official administrative acts in cooperation with the Global Missions director and office
10. Collaborate with all Global Missions departments, as well as regional and field leadership, to support missional alignment of compassionate ministry efforts
11. Steward the mission, vision, and approaches of compassionate work of the Church of the Nazarene
12. Assist the Global Missions director in formulating and administering policy and procedure within the Global Missions office to ensure efficient operation and comply with applicable law and Global Ministry Center policies and procedures
13. When designated by the Global Missions director, act as executive agent in coordination, communication, and/or supervision of Global Missions programs
14. On behalf of and in keeping with philosophy and management style of the Global Missions director, provide implementing guidance, issue directives, and perform other functions necessary to maintain day-to-day efficiency of operations
15. Ensure liaison and full coordination of operations with other Global Ministry Center offices
16. Represent Global Missions on boards, committees, and/or commissions as established by appropriate authority or as deemed appropriate by the Global Missions director

## **World Mission Broadcast**

The purpose of World Mission Broadcast is to support the evangelism and discipleship efforts of the regions by distributing the gospel message through contextualized programs in multiple languages over radio, television, and other broadcast formats.

## **Global Nazarene Publications**

The purpose of Global Nazarene Publications is to assist the regions and ministries of the Church of the Nazarene to produce the literature needed to fulfill its mission of making Christlike disciples in the nations.

### **Global Nazarene Publications Coordinator**

At the direction of the Global Missions director, the Global Nazarene Publications coordinator is to give administrative oversight and direction to the area of Global Nazarene Publications.

The Global Nazarene Publications coordinator is selected by the Global Missions director with approval of the general superintendent in jurisdiction for the Global Ministry Center.

## **Accountability of the Global Nazarene Publications Coordinator**

The Global Nazarene Publications coordinator is accountable to the Global Missions director.

## **Duties of the Global Nazarene Publications Director**

1. Advocate for literature at the global and regional levels
2. Assist the regions and ministries of the Church of the Nazarene to produce needed literature projects
3. Assist with the efficient communication between Global Missions and the world regions as it relates to the development of literature
4. Oversee the distribution and accounting of all Global Missions funds designated for literature development in all languages outside the USA and Canada
5. Serve as a consultant for the regions as it relates to literature development
6. Assist with the training and development of publication workers
7. Secure all necessary legal permissions, including copyrights, on behalf of the world regions
8. Coordinate the flow of information about previous, current, and future literature projects
9. Maintain a database of current and past projects
10. Serve on various committees to represent literature needs and development
11. Foster cooperation in literature development between regions that share common languages
12. Assist, when requested, with developing strategies for meeting publication needs on the regions
13. Coordinate the translation of the Manual, Articles of Faith, and Statement of Belief
14. Procure publications for inclusion in the Wesleyan-Holiness Digital Library
15. Train and collaborate with new regional literature coordinators
16. Establish annual budgets and secure funding for special projects on behalf of the regions
17. Coordinate budgets, allocations, and global initiatives with the regional offices

## **Regional Language Committees**

Global Nazarene Publications utilizes a network of committees to promote cross-regional cooperation in the development, production, and distribution of Nazarene literature in various languages. Language committees facilitate and provide broad oversight to the processes necessary to develop and produce literature to meet the identified needs of a specific language. The chair of a language committee reports to the regional literature coordinator, field literature coordinator, and in some cases, to a field strategy coordinator.

In consultation with the regional director and the appropriate field strategy coordinators, the regional literature coordinator appoints the chair of all language committees on the region. The other members of each committee are assigned in consultation with local and regional leadership.

Often there will exist two committees or teams for the same language: one to establish priorities (a leadership team) and one to execute the editorial processes necessary to accomplish the projects (an editorial team).

The objectives of the language committees are to:

1. Provide networking opportunities for language workers and leaders in order to better understand and share the strategies, resources, needs, and opportunities of their respective regions
2. Share information about current resources as well as future literature projects
3. Assist the regions to accomplish their strategies
4. Advise Global Nazarene Publications concerning the priorities for cross-regional literature projects
5. Advise Global Nazarene Publications on the allocation of funds for the development of cross-regional projects
6. Assist with the training and development of translators and literature workers in various languages, including cognate and associated languages

**PART FOUR:  
LOCAL CHURCH  
MINISTRIES**

# PART FOUR: LOCAL CHURCH MINISTRIES

The global NMI, NYI, and SDMI offices work in collaboration with Global Missions to resource the field and regional ministry teams to create functional excellence within each of their ministries at the local church level.

## Nazarene Missions International (NMI)

Nazarene Missions International is the global missions advocate in every local church, nurturing a spirit of missions and mobilizing into action, impacting people around the world.

In a healthy, local church NMI, the church:

1. Nurtures. NMI nurtures a spirit of missions and encourages everyone to be Nazarene Missions advocates.
2. Prays. NMI calls the church to prayer for Nazarene missionaries.
3. Tells the Story. NMI uses Nazarene resources to mobilize the church in missions by telling the story.
4. Connects. NMI connects with Nazarene missionaries for encouragement and relationship.
5. Gives. NMI gives by volunteering and supporting Alabaster and the World Evangelism Fund.

## Nazarene Youth International (NYI)

The mission of Nazarene Youth International is to call the next generation to a dynamic life in Christ. The Church of the Nazarene believes that young people are an integral part of the Church. NYI exists to lead young people into a lifelong relationship with Jesus Christ and to facilitate their growth as disciples for Christian service. In reflecting this statement, we acknowledge the following guiding principles:

1. NYI exists for youth. NYI exists to attract, equip, and empower young people for service in the kingdom of God and to facilitate their integration into the Church of the Nazarene.
2. NYI focuses on Christ. Christ is central to who we are, the Word of God, our authoritative source for all we do, and holiness, our pattern for life.
3. NYI is built on relational ministry to youth in the local church. Effective ministry to young people in the local church is critical to the health and vibrancy of NYI. Relationships and incarnational ministry form the foundation for Nazarene youth ministry, guiding young people toward spiritual maturity in Christ.
4. NYI develops and mentors young leaders. NYI provides opportunities for emerging leaders to develop and utilize their gifts within an environment of nurture and support, assuring strong leadership for the Church of the Nazarene. Leadership training, accountability, and mechanisms for evaluation and modification of ministry are vital functions of NYI.

5. NYI is empowered to lead. Relevant youth ministry requires that responsibility for ministry and organizational decisions reside with NYI leadership and the appropriate governing bodies at every level. A sense of belonging and ownership, a passion for service, and input in decision-making are key ingredients for the empowerment of young people through NYI.
6. NYI embraces unity and diversity in Christ. NYI is committed to understanding and celebrating differences and diversity in language, color, race, culture, socioeconomic class, and gender. Our differences do not diminish unity but enhance our potential and effectiveness. Sharing the good news of Jesus Christ in culturally relevant ways must always be a high priority.
7. NYI creates networks and partnerships. A climate of cooperation characterizes our relationships at every level of NYI. Networking within the church enhances the development and deployment of young people for service; NYI actively participates in such cooperative endeavors (Manual, 810).

## Sunday School and Discipleship Ministries (SDMI)

SDMI serves as an umbrella under which the Christian education and spiritual formation of each person is pursued. Local church Sunday schools, small groups, Bible fellowships and discipleship ministries of children, youth, and adults all function to fulfill the mission of the Church. On some regions, SDMI is also referred to as Discipleship Ministries International.

1. **The mission of SDMI** is to carry out the Great Commission to children, youth, and adults in preparation for a lifetime of making Christlike disciples in the nations.
2. **The purpose of the SDMI** is to:
  - a. Be a people of prayer, engaged in the Word, making Christlike disciples.
  - b. Intentionally develop relationships with unreached people so that they become Christlike disciples making Christlike disciples.
  - c. Teach the Word of God to children, youth, and adults so they are saved, sanctified wholly, and maturing in Christian experience that results in a life of compassion, evangelism, Christian education, and disciple making.
  - d. Encourage everyone to faithfully engage in a discipleship ministry such as Sunday School/Bible studies, small groups, and other disciple-making ministries (Manual 812).
3. **The objectives of SDMI** are to reach the largest number of unchurched people for Christ and the church, bringing them into the fellowship, teaching the Word of God effectively, and encompassing their salvation; teaching the doctrines of the Christian faith and developing Christlike character, attitudes, and habits; helping to establish Christian homes; preparing believers for membership in the church and equipping them for appropriate Christian ministries (Manual, 145.2).



**PART FIVE:**  
GLOBAL MISSIONS  
ADMINISTRATION

# PART FIVE: GLOBAL MISSIONS ADMINISTRATION

## Global Missions Administration

The purpose of Global Missions Administration is to provide administrative support to the work of the Global Missions director and the overall work of the Global Missions office.

## Global Missions Finance

The purpose of Global Missions Finance is to support the overall work of the Global Missions office by working with the regions to create an annual budget based on strategy and available resources. It ensures systems are in place on the regions and fields to capture financial information with integrity and security, so that funds can be moved, tracked, and then evaluated for their missional impact.

In the administration of these finances, Global Missions takes the following factors into consideration:

### 1. A Sacred Trust

The funds being administered by Global Missions have been given for the specific purpose of making Christlike disciples in the nations. We must intentionally recognize the Lordship of Christ as we utilize His resources.

### 2. Accountability

Members around the world give sacrificially, trusting that the funds will be used prayerfully and missionally.

### 3. Stewardship

It is of utmost importance that Global Missions intentionally budgets and utilizes these offerings that are given sacrificially for the sake of the Kingdom. To be effective, they must be used conservatively and with a missional mindset. This includes, but is not limited to, conservation in travel arrangements, food selections, and supply purchases.

### 4. Integrity

Integrity is essential in any and all financial affairs. All funds must be handled with transparency and honesty: accurate and efficient bookkeeping practices must be followed, all transactions must be properly documented, every expenditure and all money must be accounted for, and annual audits must take place. Special gifts must be used for the purpose for which they were designated by the donor.

## **Global Missions Administration & Finance Director**

At the direction of the Global Missions director, the Global Missions Administration & Finance director is to:

1. Give administrative oversight in the area of Global Missions administration
2. Work collaboratively with regional, ministry, and administrative directors
3. Communicate Global Missions' financial information in a way that makes it clear how funds are mobilized to reach Global Missions' objectives

The Global Missions Administration & Finance director is selected by the Global Missions director, with approval of the general superintendent in jurisdiction for the Global Ministry Center.

### **Accountability of Global Missions Administration & Finance Director**

The director of Global Missions Administration & Finance is accountable to the Global Missions director, and accountable, in the capacity of finance, to the General Treasurer.

### **Administrative Duties**

1. Accomplish Global Missions executive planning in support of missions as assigned by the General Board
2. Assist the Global Missions director in formulating and administering policy and procedure
3. Ensure Global Missions efficient operation and compliance with applicable law and General Board and Global Ministry Center policies and procedures
4. Act on behalf of the Global Missions director as designated by the Global Missions director
5. Provide guidance for implementation of policy, issue directives, and perform other functions necessary to maintain day-to-day efficiency of operations on behalf of and in keeping with the philosophy and management style of the Global Missions director
6. Ensure liaison and full coordination of operations with other Global Ministry Center offices
7. Represent Global Missions on boards, committees, and commissions as established by appropriate authority or as deemed appropriate by the Global Missions director
8. Consult with and facilitate the hiring process of missionaries used by the Global Missions office
9. Foster a Christlike, collaborative, and team-driven culture among the entities of Global Missions
10. Prepare and develop materials, reports, and agendas to assist the Global Missions director
11. Coordinate the vision and execution of Global Missions' events

## Finance Duties

1. Ensure management of funds in accordance with the missions strategy
2. Create an annual budget based on strategy and available resources
3. Ensure systems are in place on regions and fields to capture financial information with integrity and security so that funds can be moved, tracked, and evaluated for their missional impact
4. Assist the regional directors and regional finance coordinators in forecasting and evaluating the financial resources needed for fulfilling the region's strategy
5. Accomplish Global Missions-level executive planning in support of missions as assigned by the General Board
6. Assist the Global Missions director in formulating and administering policy and procedure within the Global Missions office to ensure efficient operation and comply with applicable law and Global Ministry Center policies and procedures
7. Act as executive agent in coordination, communication, and supervision of Global Missions programs when designated by the Global Missions director
8. Provide implementing guidance, issue directives, and perform other functions necessary to maintain day-to-day efficiency of operations on behalf of and in keeping with the philosophy and management style of the Global Missions director
9. Ensure liaison and full coordination of operations with other Global Ministry Center offices
10. Represent the Global Missions office on boards, committees, and commissions as established by appropriate authority or as deemed appropriate by the Global Missions director

## Handling of Missions Funds

Principles regarding the handling of funds are established to protect the people, the goodwill, and the tangible resources of the Church of the Nazarene, as well as the dignity of beneficiaries and the integrity of donations to the church. The objective is to preserve leaders and staff blameless and to ensure that financial resources provide maximum effectiveness in mobilizing the church and meeting the objectives of the ministry of the global church. A ministry that is above reproach in handling of resources stands poised to earn the explicit trust of its donors, providing greater long-term resources through established relationships and effective implementation of ministry.

The following principles govern the handling and management of all Global Missions funds:

### 1. Integrity

The confidence of the constituency must be maintained. All funds will be handled honestly. Nothing will be used for personal benefit. All funding will be accounted for. Special offerings will only be used for the purpose for which they were given. All expenditures will be recorded and audited. Funds will be expended only upon the order of persons authorized to do so.

## **2. Security**

Every possible, reasonable measure will be taken to protect Global Missions funds. Funds will be held in reliable banking institutions so that risks may be avoided. Checkbooks, cash, credit cards, and records will be safely managed. All transactions will be properly documented and signed (even temporary advances).

## **3. Disbursements**

Funds should be disbursed only when authorized by the designated authority or board within the limits of the approved budget. Authorization may be given to treasurers to pay certain types of regular bills within specified limits.

## **4. Documentation**

All money received and all disbursements must be documented by signed receipts. All documentation for authorized purchases and reimbursement of expenses must be submitted for payment within 60 days of the date of receipt or invoice. If funds are temporarily advanced to make a purchase, a record must be kept of where the funds came from, detailing to whom and for what purpose the funds were taken.

- a. Use of an accounting system or ledgers is required
- b. Every effort should be made to adhere to Generally Accepted Account Principles (GAAP) or International Reporting Standards (IFRS)
- c. Every effort should be made to understand regional GAAP/IFRS where it differs from the field's local GAAP/IFRS

## **5. Personal Use**

No missions funds are to be spent or loaned for personal use. Every effort should be made to avoid intermixing Global Missions funds and personal funds.

## **6. Reality**

All funds and assets held by the entity must be recorded in the bookkeeping and must reflect current reality. Ministry and field coordinators must have reports that reflect current reality of funds available for ministry.

## **7. Legality**

All transactions must be done in conformity with the laws of the host country.

## **8. Handling National Currencies**

- a. Protection against inflation. In many areas of the world, inflation may be high. Good stewardship requires that funds be kept in a hard currency (dollars, euros, British pounds, Japanese yen, or Swiss francs) and only exchanged as needed. The ideal is to maintain a minimum operating balance in all local currencies budget categories due to the increased danger of losing value in those local currencies. However, you must

also balance this potential danger with the cost of exchanging currencies. If funds are received into one budget category in a local currency and will be soon expending funds from another budget category in that same local currency, an internal transfer of those funds may be necessary so as to avoid the cost of an unneeded currency exchange

- b. Economic or political instability. Political unrest is a red flag that may indicate the importance of the special measures created to protect resources. Funds held outside of the country would be protected from any crisis measures that a country in difficulty might take.

## **9. Banking Options**

- a. Responsibility. Each region is responsible to investigate each local bank thoroughly and as often as necessary in order to mitigate the risks associated with using these banks. The region must assume responsibility for all risks and fees related to transfers or other operations with these local banks. Risks of fraud, etc., would be strictly between the region and the bank involved and would not involve the General Treasurer.
- b. Region and Field accessibility. Any banking option chosen must be accessible to the countries being serviced as the field and region are responsible for the distribution of funding both toward the local level as well as from the local level to the general church level.

## **10. Investments**

If the region is holding funds from a carry-over of the previous year or is holding funds for designated purposes, it is wise to invest to generate interest. When considering investment opportunities, the regional investment committee must approve each investment decision. This committee is composed of the regional director, the regional finance coordinator, the Global Missions Finance director, the Global Missions director, and the General Treasurer.

- a. Investments through a banking institution. Funds may be invested through an institution with which the regional office has established a relationship. Every precaution should be taken by regional personnel to assure that funds are protected and not exposed to undue risks in these institutions.
- b. Investments through the General Treasurer. Funds may be invested through the Global Treasury Services office using financial relationship established via that office.

## **11. Separation of Duties**

- a. In the spirit of Church of the Nazarene Manual section 416, procedures should be established that do not give project or church leadership direct access to financial resources.
- b. Duties should be separated so that those authorizing transactions are separate from those recording transactions, and both are separated from those with custody and control of cash and other assets. This ensures that no one person has the authority to disburse funds without express involvement of another individual.

## 12. Misuse of Funds

The funding of unapproved projects, personal gain by individuals from missions funding, missing funds, etc., shall not be tolerated. Disciplinary actions may include, but are not limited to, repayment of funds, a formal reprimand, dismissal, implementation of Manual discipline, or legal and judicial action where appropriate

### General Instructions to Finance Coordinators

The treasurers or finance persons of all entities handling missions funds within the region are appointed by the regional director, in consultation with the regional finance coordinator. The Global Missions director must approve appointing the spouse of a person who has control over expenditures as a finance coordinator/treasurer.

All finance coordinators under the administration of the Global Missions office are to conform to the following guidelines:

#### 1. Audits

- a. All treasurers or finance persons shall submit their books to be audited at least once a year. Questions concerning the auditing process may be directed to the regional office. There must be an internal audit each year made by the regional finance coordinator. Sufficient time must be given for this process, and it must be done in a location where the regional finance coordinator can compare the books to actual receipts.
- b. All regional offices must be audited annually by an external and independent auditor. Additionally, all regional offices must be audited annually through an internal audit process that focuses on fund management and risk assessment.
- c. Copies of the audit report must be sent to the Global Missions Finance office no later than January 31 for the previous fiscal year.
- d. The regional office will also be included in a consolidated audit with the Church of the Nazarene, Inc.

#### 2. Reports

- a. All treasurers or finance persons of entities receiving General Board funds must send a copy of the required reports to the designated authority, corresponding to the months of December, March, June, and September. In some cases, more frequent reports may be required. If the designated authority works outside of the regional office, he or she shall forward the reports to the regional office after examining them.
- b. All regional transactions must be finalized within 45 days of the end of a month, and transaction detail sent to the General Treasurer's office.
- c. These financial reports will be reviewed in the regional office. In some cases, they will be received by the field strategy coordinator, who will forward them to the regional office.

- d. Financial reports are required by the General Board auditors. Failure to comply within a reasonable period of time will result in a cut-off of funds until the reports are brought up to date.
- e. Annual audited financial statements must be submitted annually to Global Missions no later than January 31 so that they can be presented to the appropriate General Board committee for review during the annual General Board meetings in February.
- f. Monthly balance sheet and income statement or their nonprofit organizational equivalents are due by the 20th of each month for the activity of the previous month.
- g. A report of the annual audit of all General Board funds must be sent to the regional office.

### **3. End of Assignment**

When a person ceases to be treasurer or to work with finances, for any reason, the books must be audited immediately. All records, funds, and relevant documents shall be turned over to his or her successor, or another designated person, within 30 days.

### **4. Overdrafts**

Even though the bank may honor an overdraft, it must be avoided. Missions entities must operate within their assigned budget, from funds on hand, and without debt. If an overdraft occurs and is not promptly resolved, a freeze may be placed on the account.

## **Projecting the Annual Budget**

Each region will annually submit operational and personnel budgets. These budgets must be developed in collaboration between the regional director, regional finance coordinator, and the field or ministry coordinator. The budgets must be based on annual plans for fulfilling strategy. It is expected that the region will fulfill its ministry activities within the financial perimeters established within these budgets. These budgets will, at minimum, reflect the funding from the World Evangelism Fund (WEF) and overpayment funding. In addition, the region may have the following funding sources available to it: Work & Witness, Nazarene Compassionate Ministries, or approved special offerings. These additional funding sources must be budgeted by the region. It is very important that all of these budgets be projected carefully to include all anticipated needs with an adequate amount reserved for contingencies.

## **Annual Budget Process Timeline**

The annual budget process for Global Missions is a very complex operation that involves the General Board, the Global Missions office, the Global Treasury Services office, and each field and regional office. The dates given below are based on an average year. Not all the actions listed involve the regional offices. Activities at the Global Ministry Center (GMC) are included simply to clarify the process.

### **1. February**

Regional directors need to be prepared to submit strategy documents outlining plans for the coming year, including projected personnel changes to the Global Missions director. These documents will be utilized to begin the budget process in March.



## **2. March**

Budget tools are provided to the regions to assist with the preparation of the budget.

## **3. March through May**

Regions work with fields to establish operational and personnel budgets.

## **4. May 15**

- Regions submit initial WEF funding request to the Global Missions director. This includes both the subsequent year's budget and the budget for the following year (i.e., two-year budget).

## **5. June**

The initial WEF funding request from Global Missions is submitted to the general budget committee for consideration.

## **6. August**

The initial WEF funding request from all general church offices, including Global Missions, is submitted to the General Board for consideration.

## **7. August**

General Board approves a WEF allocation and generalized budget for each general church office, including Global Missions.

## **8. Late September**

Regional and Global Missions office budgets posted

## **Controlling the Budget**

Projecting a budget has little value if a serious effort is not made to operate within the budget and to make adjustments when necessary. Budgets do not always work out exactly as projected. They must be adjusted to changing conditions during the year. The following guidelines are suggested:

### **1. Budget Review**

The budget should be reviewed at regular intervals. The interval may depend on the economic conditions on the region, such as inflation, but should be at least every 90 days.

### **2. Information Needed**

The budget control process should review the following information for each budget category:

- a. Amount budgeted for current year
- b. Amount spent to date current year
- c. Balance available to end of current year
- d. Projected result at end of current year if current monthly average is maintained

### 3. Interpreting Information

- a. You will need to take into account that some budget categories are used more during a specific time period, so the monthly average may not be accurate at a given moment.
- b. Look for trends
- c. Ask yourself why changes, if any, in the projection have occurred

### 4. Making Adjustments

5. If in the process of evaluation of expenditures it is determined that there may be insufficient funds for the remainder of the project or activity for the fiscal year, there are two options:
  - a. Adjust the spend on that project or activity to bring it within the budget limits
  - b. Determine that the budget needs to be adjusted mid-year
  - c. Should it be determined that budgets need to be adjusted mid-year, for any project or activity, documentation must be submitted to the Global Missions director and Global Missions Finance director indicating a change in budget and the rationale behind that change. This document must indicate the source of funds to be used to supplement the budget. Based on approval, the needed funds could be transferred into the project to cover the deficit or projected deficit

### 6. Avoiding Problems

Once a budget has been established, nothing should be charged to that budget category that was not taken into account when the budget was projected. If the item was not included, determine where it can be charged before authorizing it. Never authorize expenditures without knowing from what resource they will come.

### Subsidy for Districts

1. Pastoral subsidy. Requests to the district for pastoral support should be made only in rare cases due to special circumstances and only for a limited time with a specific terminal point and no longer than three years.
2. Operational expense. As a district progresses in its development, it must constantly take more responsibility for its operational expenses. Regular reductions must be made in subsidies. Decades of experience have shown that reduction of subsidies has strengthened the church as the members take responsibility for funding the mission of the district. Regular reviews should be held with districts concerning their progress towards Phase 3 status and arrival dates should be projected.
3. Typically, a district administration subsidy would be on a declining scale over a three to five year period. Any exceptions to this must be put in writing as a part of the annual field strategy report and approved by the regional director.
4. If available, World Evangelism Funds may be used for district expansion and leadership development.

## Offerings

1. **World Evangelism giving.** The general goal is that all Nazarene churches will give a minimum of 5.5% of their gross income for World Evangelism.
2. **Missions Specials.** Projects that have a direct relationship to the strategy of the field and can be funded through the Church of the Nazarene, Inc. by churches or individuals. The following are examples of mission specials:

- a. Missionary deputation and support funds
- b. Alabaster offerings
- c. Hunger and Disaster Fund giving
- d. World Mission Broadcast offerings
- e. Designated NMI projects

Memorial Roll

Missionary Medical Plan

LINKS

Missionary Christmas Fund

Distinguished Service Awards

Work & Witness projects approved by the Global Missions office

Vacation Bible School offerings for approved special projects

- f. Property, building, equipment, and evangelism projects, provided they have the approval of the Global Missions director
- g. The following offerings do not count towards the 10% goal:

Travel for individuals

Child sponsorship individual gifts

Monetary gifts to missionary kids

### 3. Approval of Missions Specials

- a. Submitting requests. Requests for inclusion of a project as a missions special must be submitted through the missions specials system by the receiving field or region.
- b. Renewal. All projects must be renewed annually.
- c. All projects must have a direct relationship to the strategy of the field. The field must have the capacity to ensure the funds are utilized in conjunction with field strategy and as indicated in promotional materials outlining the project. These project funds will be treated as grant funding, which requires a form of reporting and evaluation at the completion of the project.

## Alabaster

The Alabaster offering is intended to support the growth of new churches and the expansion of Nazarene efforts to make Christlike disciples in the nations. The Alabaster offering represents personal sacrifice to contribute to the provision of facilities to meet spiritual and physical needs around the world. The Alabaster offering is received in local churches worldwide, at least once per year, using methodologies suitable to the local culture.

### 1. Use of Funds

- a. Alabaster funds are to be used for new churches to:

Purchase a property or church building

Purchase or build a church parsonage

Build a church building

Convert a property into a church gathering space

Meet initial costs for renting a church meeting space for a limited period

- b. Alabaster funds may also be used to:

Purchase or build missionary homes

Purchase or build regional or field missions facilities

Build or repurpose buildings on Bible college campuses

- c. In order for Alabaster funds to be utilized, a proposal must be submitted to Global Missions for the review of the regional director or their designee, in consultation with the Global Missions director. The Global Missions director must review all rental agreements.

### 2. Reporting

All Alabaster projects must be entered into the ProjectServe system through the region. Once the project has been completed, an updated report and photos of the completed project must be uploaded to the ProjectServe system. Each year, a summary report will be developed of all projects on each region, including information on the project type (church, land, parsonage), location, and amount.

### 3. Exclusions from Alabaster Funding

- a. **Property Updates and Maintenance.**

Alabaster funds can be used to convert buildings into a gathering space for a new church. These funds can also be used for repurposing buildings for a new initiative or directive by a Nazarene Bible college. Alabaster funds are not intended to be used for renovations or repairs.

## **b. Disaster Recovery**

Churches that have experienced natural disasters can apply for Alabaster funding for renovations or repairs. Churches are encouraged to utilize other means of raising these funds or applying for disaster related grants.

## **c. Loan and Rental Payments**

Loan payments and long-term rental agreements must be made by those who bear the loan or billing obligation. The Church of the Nazarene does not bear the responsibility for these loans, therefore Alabaster funding may not be used to meet loan payments. A grant of Alabaster funding can be made to help a church overcome the barriers for the initial rental of a church meeting space for a limited period if approved by the Global Missions director.

## **d. Administration**

While every church and ministry has the need for ministry support through administration, Alabaster funds are not given to support this type of work and thus cannot be utilized for this purpose.

## **World Mission Broadcast**

Additional funding is available to each region each year through this allocation to support the distribution of the gospel message in broadcast formats.

## **Nazarene Compassionate Ministries**

See the section on Nazarene Compassionate Ministries.

## **Deferred Giving**

Some people leave funds in their Last Will and Testament or trust funds for the cause of missions. If the gift is designated for a specific project, cause, or purpose, it will be used as designated. If it is a general gift left to the Global Missions director, it will be distributed at the discretion of the Global Missions director.

## **General Assembly Expenses**

Each region receives a monthly subsidy for certain specified General Assembly expenses, including international delegate travel, missionary delegate travel, and regional director housing.

## Missionary Deployment Philosophy

The Church of the Nazarene believes participating in the mission of God, locally and globally, is the responsibility of every local church around the world. At times, the church identifies specific people to fulfill a particular, strategic purpose in God's mission that enables the global church to participate more fully. The missionary is sent by the local church to support the collective effort of the global church in its missions around the world. Because the missionary is engaging in ministry on behalf of the church, we believe it is primarily the responsibility of the church to support the work of the missionary and their ministry globally, locally, and as individual members.

There are three ways in which Nazarene churches and members are able to financially support Nazarene missionaries.

### 1. Our Connected Framework

The mission of the Church of the Nazarene around the world is, by design, a collective, interdependent effort. No single church, no matter how big or small, can impact the world for Christ as significantly as churches working together. Therefore, each church has an opportunity to join thousands of other churches to support the common mission by contributing to a worldwide fund—the World Evangelism Fund. Through the World Evangelism Fund, each church helps to provide the connected framework, ministry, and foundation for Nazarene missions that sustains the collective momentum, propelling the global church forward to make Christlike disciples in the nations

### 2. Missionary Support

In addition to the World Evangelism Fund, churches and individuals have the opportunity to connect directly and support specific missionaries. This support contributes to the basic needs of the missionary during the time of service. There is also the opportunity to care deeply for missionaries by investing long-term support in areas that often are challenging for missionaries who serve a significant number of years on the field. Missionary support is an essential part of sustaining the important work of Nazarene missions around the world.

### 3. Deputation Fund

In addition to the support needed during the time of service, it is vital for missionaries to have the necessary tools and resources to fully engage in the ministry for which they were sent and to respond to a world in need of hope. Churches and individuals have the opportunity to directly connect with missionaries in order to support the specific ministries they are involved with. This support could be in the form of funding particular projects the missionary is facilitating, tools or equipment that are needed for a project, or participation in regional or field meetings for the missionary.

## Deputized Missionaries

Missionaries who serve on Global deployment are considered “deputized” missionaries by the Church of the Nazarene. Deputized missionaries have the full support of the general church to speak on behalf of Nazarene Missions.

## Missionary Support Funding

1. Support funding is raised by an employee for the ministry of the organization and utilized for the purpose of the financial benefit and support of the missionaries of the organization.
2. The organization is fully responsible for the payment of the salary and benefits of the missionaries. The organization will utilize general funds (WEF), direct donations, as well as funding raised through partners to cover the salary and benefits agreed upon with the missionary prior to employment.
  - a. Due to government regulations regarding nonprofit organizations in the United States, where the Church of the Nazarene, Inc. is incorporated, it is important to note there is no direct relationship between the salary and benefits provided by Global Missions to a specific missionary and the support funds raised by that same missionary for Global Missions. Each missionary is deputized to raise funds in support of Global Missions' overall mission. Global Missions works with each missionary to determine the level of funds to be raised in support of the mission. Global Missions may then choose to use funds raised in support of its overall mission to provide salary and benefits to specific missionaries who are employed by Global Missions to accomplish its mission.
3. Donors giving to the support of a missionary can be assured their donation is part of how the organization funds the benefits of the missionary. However, donors must understand their gifts are made to the organization, not directly to the missionary. Should the missionary terminate employment with the organization, any gifts received for the support of the missionary remain a part of the pool of funds used for the support of all missionaries.
4. The raising of support funds should be done through individuals, friends, and family. There is the potential that a local church may want to help with these types of gifts, but it should be out of a mutual relationship with the missionary and not part of a typical deputation service. Missionaries should not talk about support fund needs within a gathering of persons unfamiliar to the missionary.
5. It is recommended when developing support funding that the missionary look for a larger number of partners who may assist at lesser amounts rather than relying on a few partners with the means to provide support at greater levels for two reasons:
  - a. People who are providing financial support are also providing prayer support and participating in the mission of the church.
  - b. There is a lower risk of fluctuation in support funding should individual donors no longer have the ability to provide regular support to the missionary.

## Ministry Deputation Funding

1. Ministry deputation funding is received by the organization for the ministry of a missionary under the responsibility and control of the organization. The funds may be utilized for the ministry of the missionary raising the funds but under the approval and authorization of the organization.

2. Missionaries raise ministry funds to financially support their ministry.
3. Ministry funds may be used for equipment or a vehicle that is utilized for the purposes of fulfilling the ministry. It may be used for training and conferences to better prepare or enhance the missionary's ministry.
4. While these funds may be tied to a specific project, it is best to create an approved special for the project and then utilize ministry funds as a means of supporting the missionary's involvement in the project.
5. It is best not to run specific projects through the deputation account rather than an approved special. This creates the risk of funds raised specifically for a project being commingled with other project funds or used for projects that are outside of the strategy of the field and have not been approved.
6. Ministry funds may be raised while speaking with individuals. If a missionary is asked to talk about how they will utilize the funding given by a local church for their ministry, the missionary may raise ministry funds in that the local church, as well. This should always be done in conjunction with a clear understanding of how the World Evangelism Fund provides the connected framework as the foundation upon which ministry funds can be utilized.
7. Any purchases made with ministry funds are the sole property of the organization and thus the sale or disposal of these items are at the sole discretion and permission of the organization. This permission typically is given by the missionary's team leader and within the guidelines of the organization for the use of such funds.

## **General**

1. Missionaries are encouraged to take the time to learn how to effectively engage in partner development rather than fundraising. It is through these ongoing relationships with partners that missionaries are able to secure resources both for ministry and support funding.
2. Missionaries should not contribute personal funds to their own deputation or support accounts. While these funds are not used at the discretion of the missionary but at the discretion of the organization, it can appear that the missionary is receiving the benefit of a tax-deductible donation while at the same time supporting themselves personally. The missionary may contribute personal funds to the work of the field through approved specials or other means that are connected to their individual ministry or support funds.

## **Missionary Compensation Package**

### **1. Missionary Compensation**

The Global Missions director reviews Global Missions missionaries' salaries annually.



## **2. Cost of Living Allowance (COLA)**

A professionally calculated cost of living differential may be added to the basic salary of any employed missionary who is assigned and living in a world area where the cost of living is above the index for the United States.

## **3. Transfers to Another Region**

When receiving a new missionary, the costs involved in the transfer must be covered under the current budget of the receiving region.

## **Deputation Funds**

For more information regarding approved deputation expenses, expenses requiring regional director approval, or the procedure for requesting reimbursement, please reference the Global Missions Missionary Handbook.

## **Platform Income**

Employees with “platform income” are engaged in some form of compensated employment beyond Global Missions employment while on the field. Employment is either a requirement for being in country or is a strategic use of the employee’s professional experience and is approved by the regional director. A general guideline is if the cumulative time for the compensated work is more than three hours per week, it is viewed as platform income. Platform income may come from multiple “jobs” that together exceed this condition. All platform income must be reported to the field.

### **1. Use of Platform Income**

As employees receiving salaries and benefits from Global Missions, all earned platform income should be used towards the missionary's financial support and not considered as personal income. There are four categories of expenses, listed below, for which platform income can be used. Priority should be given to the first category, and when it is sufficiently funded, move to the next category. In consultation with the employee and the region, the field strategy coordinator will determine the most appropriate use for these funds.

#### **a. Salary**

An employee's allowed salary is the combined total of base salary, COLA, and child allowance.

If an employee’s Global Missions salary is not sufficient to cover the entire allowable salary, the employee may keep platform income as personal salary up to the allowable salary amount.

Any platform income that is kept as personal salary does not need to be reported to the field as income, but it is the responsibility of the employee to report to the relevant tax authority any foreign-earned income. Additionally, in this case, platform income will still need to be declared to the field (see 2.a below).

## **b. Operations**

Once an employee's salary is sufficiently funded, platform income can be used for operational expenses. Operations are expenses related to normal residency on the field and basic ministry responsibilities. An annual budget for operational expenses should be created in consultation between the employee, field leadership, and regional leadership.

Platform income used for operations should be reported to the field as income. Consult your field/regional finance coordinator to determine the proper NOA project.

Operational expenses will be debited from this same project.

The actual cash from platform income will stay in the team member's possession, and it will be recorded on their receivable account in NOA.

## **c. Approved Allowances and Benefits**

After salary and operations are sufficiently funded, platform income can be used for approved allowances and benefits. These might include foreign tax, child education, language study, home assignment travel, and freight.

Employees may not use platform income to fund long-term benefits such as retirement and savings for children's college education. Long-term benefits must be funded with support funds. Long-term benefits may only be funded once salary, operations, and approved allowances have been fully funded.

In certain cases, an accrued balance of platform income can be sent to an employee's deputation account to fund approved allowances and benefits.

## **d. Projects and Ministries**

After an employee's personnel costs are sufficiently funded, an employee may use platform income towards ministry projects. This should be determined in consultation with field and regional leadership.

## **2. Documentation and Reporting**

### **a. Declaring platform Income**

All employees should submit documentation of their expected platform earnings to the field. Evidence can include contract with employer or pay slips. Additionally, employees earning platform income should complete the document "Platform Income Agreement." These documents only need to be given to the field when working through the salary and benefits worksheet, but it is recommended that all personnel keep such documentation in their own files.

## **b. Reporting platform Income**

When an employee's allowed salary is fully funded and platform income has been used towards the other expense categories, then platform income should be reported to the field by including the earned amount on the field reporting spreadsheet. More detailed instructions can be given by the field finance coordinator.

## **Global Missions Engagement & Equipping**

The purpose of the Global Missions Engagement & Equipping office is to journey with and prepare missionary candidates from the time of their initial interest in missions service to their assignment as missionaries.

Global Missions Engagement and Equipping exists to discover Nazarenes who are called to or interested in cross-cultural service. Cross-cultural service may focus on any one of Global Missions' areas of emphasis and can range from a short-term, volunteer assignment to a long-term, commissioned assignment. The team helps people interested in missionary service to develop the gifts and skills needed for deployment as missionaries of the Church of the Nazarene. This is done in a variety of ways; the most common of which are through an Explore event, short-term missionary assignments, and a missionary candidate assessment event. The path from initial contact to being deployed in a missionary assignment is different for each candidate and can take any length of time. The team guides and prepares those who are interested through the process for missionary deployment. It is the desire of the team to match willing and qualified missionary candidates with the needs that exist around the world.

### **Global Missions Engagement & Equipping Director**

At the direction of the Global Missions director, the Global Missions Engagement & Equipping director is to give administrative oversight to the area of missionary candidate recruitment and training.

### **Appointment of the Global Missions Engagement & Equipping Director**

The Global Missions Engagement & Equipping director is selected by the Global Missions director, with approval of the general superintendent in jurisdiction for the Global Ministry Center.

### **Accountability of the Global Missions Engagement & Equipping Director**

The Global Missions Engagement & Equipping director is accountable to the Global Missions director.

### **Duties of the Global Missions Engagement & Equipping Director**

1. Provide Global Missions executive-level planning in support of missions as assigned by the General Board
2. Provide global leadership over the function of discovering, developing, and deploying new missionaries

3. Oversee the engagement and equipping of volunteers and missionary candidates
4. Oversee the intentional engagement and equipping of youth for missions
5. Ensure quality training, resourcing, networking, and facilitating of regional engagement and equipping coordinators
6. Oversee all aspects of the Work & Witness program
7. Develop a candidate's capacity by exploring their spiritual, psychological, physical, and experiential aspects through various assessments
8. Prepare and develop materials, reports, and agendas to assist the Global Missions director
9. Ensure efficient operation and compliance of Global Missions with applicable law and General Board and Global Ministry Center policies and procedures as they relate to engagement and equipping of volunteers and missionary candidates
10. In keeping with the philosophy and management style of the Global Missions director, provide implementing guidance, issue directives, and perform other functions necessary to maintain day-to-day efficiency of operations within the engagement and equipping office
11. Ensure good connective relationship and full coordination of operations with other Global Ministry Center offices
12. Represent Global Missions on boards, committees, and/or commissions as established by appropriate authority or as deemed appropriate by the Global Missions director

## **Global Mission Personnel**

The purpose of Global Missions Personnel is to support the overall work of the Global Missions office by providing ongoing care, security and crisis response, employment details, and continued development for missionaries.

### **Global Missions Personnel Director**

At the direction of the Global Missions director, the Global Missions Personnel director is to give administrative oversight to the area of Global Missions Personnel.

### **Appointment of the Global Missions Personnel Director**

The Global Missions Personnel director is selected by the Global Missions director, with approval of the general superintendent in jurisdiction for the Global Ministry Center.

### **Accountability of the Global Missions Personnel Director**

The Global Missions Personnel director is accountable to the Global Missions director.

## **Duties of the Global Missions Personnel Director**

1. Oversee employment processing of missionaries, including visas, shipments, insurance, salary, benefits, and training
2. Oversee ongoing missionary care, including development and ongoing training, home assignment assistance, consultations with the Global Missions Medical Committee, security monitoring, crisis intervention, leave of absence, retirement, and exit interviews
3. Oversee the development process for missionaries and field strategy coordinators
4. Resource and network with regional personnel coordinators
5. Coordinate the vision and execution of Global Missions personnel events
6. Administer matters of Global Missions personnel policy
7. Ensure efficient operation and compliance of Global Missions with applicable law and General Board and Global Ministry Center policies and procedures as they relate to missions personnel
8. In keeping with the philosophy and management style of the Global Missions director, provide implementing guidance, issue directives, and perform other functions necessary to maintain day-to-day efficiency of operations within the Global Missions Personnel office
9. Ensure collaborative relationships and full coordination of operations with other Global Ministry Center offices
10. Represent Global Missions on boards, committees, and commissions as established by appropriate authority or as deemed appropriate by the Global Missions director
11. Consult with and facilitate the hiring process used by Global Missions office
12. Prepare and develop materials, reports, and agendas to assist the Global Missions director

## **Missions Services Team**

The Missions Services team serves all types of missionaries starting with their initial approval through retirement and beyond. The team assists with a multitude of human resource related services, including overall missionary wellness, compensation, and benefits, for missionaries deployed around the world and on home assignment. This team helps those who serve on global deployments to find resources they need for home assignment, coach them as they prepare effective missions presentations, and help churches and districts connect with missionaries on home assignment. In addition to managing the personnel systems of Global Missions, the Missions Services team works closely with and supports the work of the regional personnel coordinators.

## **Missionary Personnel**

Missionaries who serve as employees of Global Missions are subject to the guidelines contained within Global Missions Missionary Handbook.

## The Role of a Missionary

Missionaries must be flexible, adaptable, and mobile as trainers and catalysts for the development of the church and its leaders on a broader scale. The primary role of most missionaries is to develop leaders, which happens through teaching, formally and informally, and by the example of the missionary. The missionary must always be ready to move on to other places or tasks when local leadership is available to step into the roles that the missionary was filling. A missionary must understand that any leadership role assigned is temporary. In most cases, missionaries are not used to developing local ministries. Unless it is for a very special reason for a limited time, they do not pastor churches. This does not mean that the missionary will not be involved in discipling people, but the long-range effect of developing leaders, churches, and districts will have a lasting impact long after the missionary is gone.

## Ministry Performance and Development

Global Missions is single-minded in its focus to make Christlike disciples in the nations. The ministry performance and development process is an important element in effectively fulfilling the mission to which the church is called.

Global Missions' system of measuring individual development and ministry performance is designed to support Global Missions in being a missional organization. Global Missions sees individual performance as a combination of what results are achieved as well as how they are achieved. When it comes to planning and agreeing upon expectations regarding a missionary's performance, both the what and the how are considered. This process is an annual cycle with three key steps:

### Step 1: Plan

Planning involves the missionary and team leader agreeing on expectations about the missionary's performance at the beginning of the cycle and signing off on their performance agreement. It includes identifying the key responsibilities of the missionary's role, setting specific measurable ministry objectives for the year, and identifying behaviors and competencies that need to be strengthened to help the missionary achieve his or her objectives.

### Step 2: Develop and Review

The mid-cycle review involves tracking the missionary's performance against his or her agreed upon objectives and has a development focus. The team member and team leader will discuss how the missionary is progressing on his or her ministry objectives as well as complete the missionary's development objectives. The mid-cycle review also provides an opportunity to make adjustments to the ministry objectives if needed.

### Step 3: Evaluate

The evaluation is the end-of-cycle accountability discussion of the missionary's ministry and development objectives. The team member and team leader discuss achievements for each of the agreed upon objectives, measuring and recording how the missionary performed on each objective. The leader also provides the missionary with an overall rating for the year, considering both what was achieved and how it was achieved.

## Training

For the sake of deploying the called, developing leaders, and sustaining missionaries, Global Missions is committed to the training of all who serve in missions with the Church of the Nazarene. Before being deployed, a missionary is assessed and trained so that he or she may be given the tools needed for effective service. Continuing after deployment, Global Missions continues to invest in the quality of field and regional leadership so that the work may continue and be sustainable.

Before deployment, Global Missions hosts two training events to prepare missionary candidates for potential service: Explore and Launch. Explore gives candidates the opportunity to “explore” what missionary service through the Church of the Nazarene looks like. Following an assessment of each candidate, Launch trains those who will be deployed as Nazarene missionaries so that they may be prepared for effective service.

Field strategy coordinators directly support the work of missionaries in their designated field, giving support and guidance in all areas of their service and spiritual lives. Global Missions recognizes these leaders as vital to the sustained mission of the global church and is committed to the continued development of leadership qualities in each individual.

**PART SIX:  
LEGAL  
CONSIDERATIONS**



# PART SIX: LEGAL CONSIDERATIONS

Nazarene missionaries must preserve the church's integrity and reputation and demonstrate the ethics of holiness in their business dealings. Nazarene missionaries should always seek counsel from leadership on all legal matters.

## Contracting Debts

Missionaries shall not contract debts for the mission without proper authorization.

## Loaning Funds

Missions funds shall not be loaned to anyone, including missionaries, for personal use. Where circumstances require the advancement of funds to missionaries for medical or deputation prior to reimbursement from those funds, the advancement will be resolved within 60 days.

## Power of Attorney Commissioned by the Church of the Nazarene, Inc.

The general secretary shall appoint, where deemed necessary, a legally commissioned individual as its power of attorney who shall carefully look after all legal matters pertaining to the interests of the Church of the Nazarene, Inc. A Power of Attorney will not be given without written approval from the regional director.

The Power of Attorney held by any individual must be surrendered to Global Missions immediately whenever it is no longer granted to such individual.

In some cases, it is necessary for the Church of the Nazarene, Inc. to issue a power of attorney for a representative to transact business in the name of the church. A power of attorney should be used only when specifically authorized.

## Real Estate Acquisition and Sale

All real estate and deedable property purchased with funds from the Church of the Nazarene, Inc. will be deeded to a corporation approved by the Global Missions director. Property shall not be deeded in the name of any person without the written permission of the Global Missions director prior to the purchase.

Upon the recommendation of the regional director and the approval of the Global Missions director, the president, vice president, secretary, or duly elected alternate of the General Board of the Church of the Nazarene is authorized to sign, on behalf of said corporation, bills of sale, contracts to be purchased, and deeds relating to properties and buildings in any region outside of the United States. When the amount exceeds US \$500,000, this action must have the approval of the Global Missions Committee of the General Board. Any amount in excess of US \$1,000,000 must have the approval of the General Board. In the case of properties in CAA or secure areas, the Executive Committee will give necessary approvals from the General Board.

## Management of Real Estate

In the building of churches and parsonages, the local church will contribute a minimum of 50 percent of building costs or its equivalent in materials, labor, or land.

Church property, such as land, chapels, educational facilities, district and local parsonages, institutions, etc., will not be sold to members of the Church of the Nazarene for their personal use or benefit without the approval of the regional director because of the possibility of a conflict of interest.

It shall be the duty of the field strategy coordinator to provide a list of all properties on the field annually and a description of titles or deeds under which they are held to the regional office.

## Conveyance of Missions Property

The conveyance of any missions property to a local entity, such as a district, national board, holding corporation, etc., will require the recommendation of the regional director, the Global Missions director, and the general superintendent in jurisdiction of the region. Unless a specific exception has been made by the Global Missions director, the following guidelines will be followed:

1. Only buildings used as churches or parsonages in a district or a local church will be conveyed without sale
2. All other properties and fixed assets purchased from missions funding will be handled at the discretion of the Global Missions director for advancement of missions
3. The responsibility for any debt existing on any property conveyed to a local entity shall be assumed by the receiving entity

## Guarantees of Support

No person in their capacity as an employee of the Church of the Nazarene, Inc. will sponsor or solicit funds for the sponsorship of an individual wishing to study or work outside his or her own country without the written consent of the regional director and the approval of the Global Missions director. In no case will the Church of the Nazarene, Inc. be responsible for the support of such a person unless the general secretary has authorized a specific Letter of Guarantee.

## Whistleblower Policy

Global Missions is committed to high standards of ethical, moral, and business conduct and is dedicated to acting in good faith with those who raise concerns regarding incorrect financial reporting, unlawful activity, or improper conduct. As such, Global Missions fully adheres to the Whistleblower Policy adopted by the General Board of the Church of the Nazarene (see Whistleblower Policy addendum).

## Registration of the Church of the Nazarene

1. **Definition.** The term “registration” is commonly used to denote the process by which a government recognizes the church as a legal entity authorized to operate in the country. It is commonly referred to as incorporation.
2. **Separate Entities.** Different legal entities may be involved in our work, especially in the early stages: commonly the Church of the Nazarene, Inc., entities authorized by the General Board, and the national church entities. Where practical, keep missions properties held separately from developing church and district properties.

## Legal Structures

Before constituting legal structures, consult the regional director and Global Missions director.

## Employees

### 1. Labor Laws

Labor laws are complex and unique to each country. Understanding those laws prior to employment is critical.

- a. **Employee of whom?** From the perspective of many governments, anybody who works for the church in any capacity is the responsibility of the legal body that represents the church in that nation. Before anybody is “hired,” it must be determined who is legally responsible for the obligations corresponding to that employee, and arrangements must be made to ensure that resources will be available to meet them.
- b. **Severance.** In some countries, the laws dictate that a considerable severance be paid when an employee is terminated. Funds must be set aside and maintained to meet this obligation when it arises.
- c. **Proper contracts and registrations.** All commitments applying to an employee should be clarified in writing. However, these documents may not contain any specifications in which an employee renounces his or her rights under the labor laws. In such case, these documents may not be binding, nor are verbal agreements. It is also important that employees be properly registered for government-sponsored retirement, workers’ compensation, and medical benefits.
- d. **What constitutes an employee?** Know the employment laws in your area. In some cases, when a person is given any money, benefit or responsibility regardless of compensation, he or she may have a right to claim to be an employee.
- e. **To whom do these considerations apply?** They apply to all levels in the church: local churches, districts, national boards, and regional offices. They even apply to missionaries who have domestic help in their homes.

- f. What about pastors? Know the employment laws in your area. Pastors must not be considered employees of districts or legal boards unless strict arrangements are made to provide for the implied responsibilities in the present and the future. A district or other church entity must not accept responsibilities for which it has no means to respond.

## 2. Pay Scales

Some governments control pay scales within certain brackets and may decree increases. It is a good idea to be aware of these factors and pay employees according to national standards.

## 3. Citizenship and Conflict of Laws

Treaties and local laws can give a person additional rights by virtue of his or her citizenship. Be sure to explore this possibility before employing each person.

## Liability

Each region must take steps to mitigate liability depending on the ratio of the risk to the cost. The intent is to be protected against potential risks that could prove disastrous to the church.

### 1. Vehicle Liability Insurance

The customs and practices of a given society will dictate the level of vehicle liability needed. Care should be taken to insure adequately.

### 2. Insuring Vehicles and Equipment

The risk of loss is not uniform due to theft or damage. This needs to be evaluated by each regional and field office based on the cost of insurance, coverage, and the risk of loss. Replacement costs and insurance rates should be compared and a statement prepared that indicates the reasons for the action taken. This risk assessment should be submitted by the field to the region and the Global Missions office.

## Crisis Management and Response

Each missionary team (individual missionary if living outside of a team setting) must take the time to develop a crisis management response. This response should contain:

1. Levels of crisis (with examples)
2. Steps to be taken for each level of crisis
3. A set communication strategy, including named persons who act as communicators
4. A set crisis team for long term crisis. The manager of this team should not be the regional director, or the FSC when related to a field, unless there is specifically no other person who can be responsible.

This response plan must be given to the FSC and filed at the regional office.

Plans should be reviewed annually with the FSC or when risk factors change.

Regional personnel coordinators will audit these plans annually, in consultation with the regional director.

# PART SEVEN: SECURITY

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## BGS and General Officer Travel Security

When general superintendents or general officers of the Church of the Nazarene travel to a world region, great care must be taken to support them. The host, field strategy coordinator (FSC), or regional director (RD) can do many things to assure the guest of a productive visit with the greatest safety possible. When the host is considering and caring for these areas, the guest can focus upon the purpose of the visit.

Any guest is vulnerable to unethical people and dangerous circumstances in a country where they do not know the people, the language, or the customs. Local knowledge is the greatest asset for safety in most cases, so local hosts must carefully use that knowledge to assure the well-being of the guest.

In an effort to prepare general superintendents and other general officers for travel to world regions, a security consultant will train all newly elected general superintendents and general officers to inform them and equip them to travel safely.

### 1. Prior to Arrival in Country, Hosts Should:

- a. Send the guest the name, phone number, and a photo of the person who will be responsible for first contact in airport/train/bus station. Send the same details of the guest to the contact person.
- b. Create and use signage in English or the language of the guest with agreed upon wording. Do not use the guest's name or the organization's name. This may offer information that will cause them to be a target. For example, "CTN Guest" may be a good choice.
- c. Send the guest additional contact names and phone numbers in case the first contact person does not arrive or is in some way delayed from meeting the guest.
- d. Remind the guest in pre-trip communication that copies of his or her passport and relevant visas should be kept in luggage separate from the original and in a secure online location.
- e. Remind the guest in pre-trip communication that copies of credit cards should also be stored in a secure online location in case of theft.

### 2. Transportation While in Country

- a. It is recommended that the RD, FSC, or RD-assigned host travel with the general superintendent or general officer at all times. The RD must be consulted if the guest is to be left on his or her own while on the region.
- b. Vehicle travel to and from locations should be in a dependable vehicle with seat belts and with an experienced driver that understands the need for safety. Private vehicles are preferable over taxis in most situations.

- c. Transportation by train or bus should also be in reliable and safe circumstances with an escort who is knowledgeable of the transportation system and speaks the local language and the language of the guest.
- d. When necessary due to unrest or travel safety issues, a second vehicle escort or security escort should be considered.
- e. Upon arrival at every destination, the host needs to ensure that the guest is properly inside the building and being cared for before leaving the location.

### **3. Housing While in Country**

- a. The location should be in a safe area that offers good security.
- b. Every effort should be made to obtain a hotel room on the second floor or higher with an inside entrance from a secure hallway. Avoid ground floor rooms and avoid hotels with doors to the outside, if possible.
- c. Normally the officer does not stay in the hotel alone. A room adjacent or near the FSC/RD/assigned host's room is recommended.

### **4. Communication**

- a. Ensure the guest has a working mobile phone in country. An additional guest phone with local emergency and church numbers keyed in for the spouse is recommended in case they are separated during daily activities.
- b. Provide a list of emergency numbers and any other relevant phone numbers as they should be dialed, with the country code if a foreign phone is being used.

### **5. Health**

- a. Provide a briefing regarding the advisability of drinking water and food sources and how to manage if offered food from people other than the host.
- b. The host should have the addresses/phone numbers of health professionals and a hospital ready ahead of time.

### **6. Security Briefing/Orientation**

- a. Guest should be made aware in advance of any security concerns unique to the area being visited, such as political tensions or community issues that could lead to demonstrations or unrest.
- b. A security update should also be provided as part of the orientation process at the time of arrival.
- c. A briefing on “what to do if” should be addressed, along with specific emergency procedures to follow that cover a wide range of emergency situations that may occur.
- d. A cultural briefing is also helpful to avoid misunderstanding or conflict with local people.



- e. It is not recommended that the guest carry large sums of cash. The host should be responsible for making payments in the safest manner.

## **7. Schedule**

A printed schedule that includes pick up times, locations, phone numbers, names, and photos of individuals is helpful. This will help avoid risks from someone posing as a guest caretaker. The guest should confirm with the host if any change from this schedule is being offered.

## **8. Agreed Upon Procedures While Traveling Together**

The guest and host should agree upon prearranged meeting points and times, including at the hotel, prior to boarding a plane or bus (the gate, the lounge, etc.), and after disembarking. Meeting before immigration is recommended to make sure everyone is aware of any delays in immigration processing. Traveling together through airports and stations whenever possible brings security issues into a more manageable realm for all involved.

## **9. Scheduling Personal Travel**

On occasion, a GS or officer desires to include personal time as a part of the travel to a world region. If the guest plans to include personal time before, after, or during the scheduled business agenda, it is essential that the regional director be notified in advance. This notification will assist in clarifying expectations between the guest and host and will provide opportunity for additional security information and pertinent advice.

## **10. Official Guests' Travel Security**

- a. The above travel policy for general superintendents and general officers is a general rule for any official guest.
- b. Local knowledge is the greatest asset for safety in most cases, so local hosts must carefully use that knowledge to assure the well-being of the guest.
- c. The guest's familiarity with the local setting may allow for adjustments in practice.

## **Creative Access Area Communications**

### **1. Definitions**

- a. Creative Access Area (CAA): Areas resistant to the gospel where open proclamation of the gospel can be restricted, requiring creative approaches for ministry and missions
- b. Secure Area: Areas where the Church of the Nazarene is officially registered with the government but whose political, social, or religious environment may not always be conducive to Christian outreach and church development

- c. **Secure language:** Communicating in a way that does not endanger the work or the workers in a CAA or secure area. Place names should never be mentioned in unsecured communication. Last names should never be used, and when possible names can be replaced entirely with terms like “worker” or “friend.” Secure language also means not using common Christian terms like Bible, church, missionary, worship, etc.

## **2. Local Church/District Publicity**

Local churches and districts should take great care regarding publicity surrounding CAA missionary speakers. Missionaries must communicate clearly with their church or district hosts ahead of time regarding the vital importance of following CAA protocols. The purposes of these protocols are twofold: to ensure the safety of the local people in the CAAs and to maintain security for the creative access team members themselves. “In house” announcements may verbally share information about creative access personnel scheduled to speak without using their full name. No recordings, streaming, or printed announcements should be used.

## **3. CAA Secure Electronic Communications Policy**

Every team member’s computer needs to have a virtual private network (VPN). It should be used anytime the team member accesses work with a team leader. Internal emails must be used for all work related communication. On websites and social platforms, team members must always use the VPN and avoid any connection to a specific location and ministry. Such platforms should only be used to discuss day-to-day life and culture.

## **Email Security**

All Global Missions employees must use their Nazarene family account for all missions correspondence. Every region has secure email that is under Church of the Nazarene control. Team members should always send emails to and from a nazarene.org email or regional email. Any time an email goes to an address outside of Nazarene family accounts, the message has the potential to be intercepted and the contents exploited.

Team members should never send sensitive, secure, or personal information to any email source outside the Nazarene network because it is not secure (i.e. Gmail, Yahoo, AOL, me.com).

## **Phone Security**

### **1. Video Conference**

Workers in CAAs should never use Skype or a non-Nazarene Zoom account to make video conference calls discussing missions business, personnel, finances, or strategies. These programs contain high-security risks. Only the Nazarene Vidyo or Zoom system should be used for video conference calls. Like the Nazarene email, the Nazarene Vidyo/Zoom account is secure.

## 2. Text and Messaging Platforms

Most text and messaging platforms accessed through a mobile phone or computer are non-secure and information can be monitored and collected. If a CAA worker must use messaging systems like cellular text, Facebook messaging, or WhatsApp, they must always use secure language. Missionaries need to stay up to date on the more secure messaging options since they can change. As of November 2019, the more secure option for instant messaging communication is called Signal. Contact global IT at [help@globalnaz.org](mailto:help@globalnaz.org) for more information about current platform recommendations.

## 3. Voice Calls

Traditional phone calls can be monitored and information can be collected from them, so they need to be used with extreme care. Missionaries must use caution in the topics they speak of and make sure to use secure language.

Most Internet calling platforms (Messenger, Skype, WhatsApp) are the same as telephone protocol. It is absolutely crucial that both parties on the call use secure language. Assume that there are people listening to the conversation since it is not encrypted.

## Social Media Security

Social media is heavily monitored. All material put on social media becomes the property of the social media entity and can be sequestered by any agency with an interest. While social media can be a resource to help communicate with ministry partners, missionaries must take care in choosing what to share. Remember, the whole world is the audience.