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STRATEGIES FOR TRANSFORMATION

Servant Partners Mission Plan:
Creating Churches That Transform
Their Urban Poor Communities

2013-2017



TRANSFORMING COMMUNITIES WITH THE URBAN POOR

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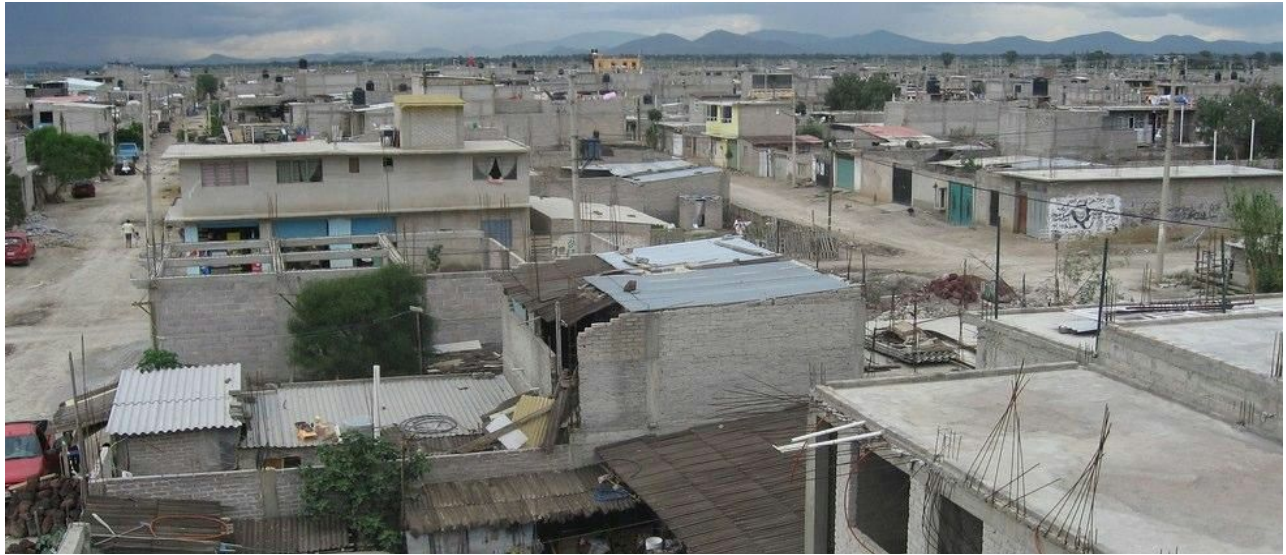
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WHAT IS AN URBAN SLUM?



Driven to the city by hunger, war, or the search for work, hundreds of millions of rural poor people have migrated to the world's cities over the past century in search of a better life. Urban areas have grown by 2.5 billion—more than six-fold—in only 50 years. Urban poverty is growing, with slum and squatter settlements mushroom at alarming rates. Today over one billion people live in often desperate conditions in urban squatter slums and ghettos, sometimes without the basic necessities of life, much less the freedom and joy of the good news of Jesus. One out of every six people in the world lives in a slum, and the urban population of developing countries will double from 2 to 4 billion in the next 30 years.¹ In the least economically developed countries, 75% of the urban population lives in urban slums.

There are many terms to describe urban poor communities: slum, ghetto, inner city, the hood, and squatter are the common English terms. It is difficult to establish a definition that covers all urban poverty in all the various contexts...

A healthy way of understanding urban poor communities is to see them as a distortion of God's original design. They are one of the negative effects of the fall of humanity as described in the book of Genesis. Yet there are still positive aspects within urban poor communities. They can be transformed from places of hopelessness and despair to places of hope and faith in God.

Aaron Smith, Manila Field Staff
Living in the Neighborhood (SP Press, 2013)

¹ United Nations Human Settlements Programme, *State of the World's Cities 2006/2007* (New York UN-Habitat, 2006).

Slum residents face a number of obstacles:

*An urban slum has **high unemployment**.*

With increasing globalization, multinational corporations are able to find cheaper labor in poor countries eager for foreign investment. However, while industrialization is often too rapid to allow for planned development, it is also too slow to provide enough jobs. Many families migrate from rural areas with the hope of employment, only to find themselves out of work and surrounded by urban ills such as drugs, alcohol, prostitution, and gangs. Some of the most enterprising survive by creating small businesses such as selling staple foods at roadside stands or setting up small repair shops, but for many the employment outlook is grim.

*Residents of urban slums have **no title to their property**.*

Florence Muindi of Addis Ababa-based NGO Life in Abundance explains, “We’re in a government system that doesn’t allow the poor to own land... Because they don’t own the titles and deeds to their plots, they consequently refrain from developing their houses and improving their communities’ infrastructure. Who knows—tomorrow the government might come and pull everything down. This lack of security and stability is a core issue that reflects that government systems don’t include the poor in their planning.”

*An urban slum is **lawless**.*

With no dependable police force and the presence of organized crime, slums are rife with violence, crime, and substance abuse. Often there is little parental supervision, so youth victimize their neighbors. Youth-on-youth violence is frequent. Assault and robbery are often daily occurrences in slum areas. Families fall apart under the strain, and domestic violence rates are high.

*An urban slum **lacks basic services**.*

Governments ignore the slums, and these areas generally lack clean water, sewage drains, medical care, legal electricity, police protection, and educational opportunities, making life in these communities extremely unstable. For example, Kibera, located 7 km southwest of Nairobi, is the largest and most densely populated informal settlement in sub-Saharan Africa. Kibera's 800,000 residents must share 600 toilets, meaning that on average, one toilet serves 1,300 people.

*Many urban slums **lack Christian witness**.*

Because of the difficult nature of the living conditions, there are few, if any, Christian workers who live in these neighborhoods and minister among the people. Where there are existing churches, members often lack training and resources to affect the community as a whole. For example, in the slums of Chimalhuacan outside Mexico City, evangelical churches account for only 4% of the population. Urban slums are the fastest growing mission field in the world.

CHURCHES IN URBAN SLUMS: A FUNDAMENTAL STRATEGY FOR TRANSFORMATION

People and organizations around the world are trying to improve the conditions of urban slums. Governments, non-governmental organizations (NGOs), and well-meaning people from outside the slum communities have initiated numerous programs and projects. Some of them have had positive short-term effects, but they have failed to produce sustainable, long-term community change.

Poverty—both spiritual and physical—is a complex problem that demands multi-faceted, long-term solutions that must come from the poor themselves. We think that spiritual transformation is a crucial part of any lasting community transformation. This is why we believe that the key to addressing the poverty of urban poor communities is a local body of believers—or better yet, many dynamic, local bodies of believers actively serving their neighbors.

Key Assets of Local Churches:

- Know the issues first hand
- Know the local language and culture
- Provide leadership essential to catalyzing change
- Have a long term commitment to the community
- Have hope in the midst of poverty because of the Good News and presence of Jesus.
- Are eager to partner with the Body of Christ outside the slum area.

THE RESULTS WHEN CHURCHES BEGIN TRANSFORMING AN URBAN SLUM

8 Signs of a Transforming Community

Reproducing, transformational communities of Jesus-followers (Jesus Communities)

1

A transforming urban poor community has many groups of five to twenty people who are worshipping Jesus, studying the Word, serving one another, praying, inviting others into a personal relationship with Jesus, discipling others, developing leaders, becoming change agents in their own community, and planting new communities that do the same.

Increased Civic Participation for the Common Good (Civic Good)

2

Civic participation means local residents are actively involved in the improvement of the community as a whole through increased volunteerism and participation in democratic processes. For example, this could include participation in neighborhood groups, actions organized by those groups, volunteer activities that serve children, youth, or the elderly of the community, voter registration, etc. When leadership develops from within the community to serve the common good, a society emerges that can no longer be controlled by self-serving political groups.

Improved Accessibility to Life-Enhancing Education (Lifelong Learning)

3

While a few urban poor communities offer some educational opportunities, even the best opportunities tend to use an approach that delivers information, rather than engaging learners in ways that help them actually improve their lives. A transforming community offers people affordable educational services that respect the learners' dignity and increase their ability to reflect on their lives, take action, and improve their career opportunities.

Expanded Opportunities to Achieve Economic Sufficiency (Wealth at the Bottom)

4

Economic sufficiency in an urban poor community means that more and more people are integrated into the city's mainstream economy and have the opportunity to provide a living for their families. Rather than sustaining themselves "under the radar" in the informal economy, the urban poor must have access to the resources (capital, training, materials, etc.) of the wider marketplace. This means not only more jobs, but also

more bridges to the middle and upper class that create opportunities for income growth and greater productivity.

Increased Spiritual and Psychological Health and Freedom from Destructive Patterns (*Breakthrough to Freedom*)

5

A transforming community supports those who seek freedom from addictions, the occult, and other destructive patterns while they develop healthy, sustainable lifestyles and relationships. We can apply some existing models of effective programs, but it will take fasting and prayer to help create the spiritual environment where those seeking change have the spiritual capacity to commit to their lives to it.

Increased Family Health and Well-Being (*Whole Families*)

6

A transforming community helps families free themselves from domestic violence, sexual abuse, divorce, teen pregnancy, and other destructive patterns. Urban poor families are going through a major paradigm shift from traditional values developed over centuries in their villages to modern urban lifestyles embraced by their children. This causes breakdowns in relationships that most families do not survive. Through support/recovery groups of every kind, family social services, and youth development, families will have an opportunity to adapt to the changing world around them.

Improved Environmental and Community Health (*Health for All*)

7

While taking the health of the individual and family seriously, a transforming community also works together to address the physical well being of the community. Disease prevention, education and direct services that help residents reduce the spread of preventable diseases are crucial parts of an urban poor community that wants to improve the quality of life for its residents. Addressing the environmental degradation in an urban poor community is also a vital part of public health. Creating clean neighborhoods, green spaces, and healthy environments outside the home are essential elements of a sustainable community.

Presence of Political, Economic, and Legal Systems that Work for the Poor (*Systems that Work*)

8

Most systems that govern an urban poor community are based on power that serves a few. A transforming community develops systems that serve those who cannot speak for themselves. Transformed political systems seek to empower those who do not already have a voice. Transformed economic markets create opportunities for the poor entrepreneur who needs capital, materials, and good counsel. Transformed legal systems bring justice to those who cannot find it.

OVERVIEW OF SERVANT PARTNERS SITES

The vision of Servant Partners has always been to build a movement, not an organization. Our goal is to serve as an incubator for organizations and ministries that over time become independent from Servant Partners.

Over the years, SP has spun off works in the Los Angeles area, several of which are still ministering in urban poor communities. However, we have also discovered that even when a local work becomes independent, it is valuable if it can stay within the larger movement so that we can continue to bless each other and learn from each other. These more developed ministries benefit from fellowship with likeminded people who understand their lives and struggles, as well as from innovation and expertise within the larger network. Keeping mature ministries in relationship with Servant Partners helps us build our collective understanding of how to do our work better and provides models and inspiration for younger sites. Moving more developed works toward greater independence allows us to focus resources on those younger works.

With this in mind, we have developed a framework for three different ways a local work may be affiliated with Servant Partners: as a full site, a ministry partner, or an indigenous partner. Each type has its own specific expectations for both Servant Partners and the local work.

Servant Partners has four categories of sites which work together to transform urban poor communities around the world (see the Appendix for longer descriptions):

Servant Partners Site

Sites in the initial stages of development (7-10 years)

Ministry Partner

Type I More developed sites that are beginning to move toward organizational independence

Type II Sites that are organizationally independent, but seek to continue in partnership toward common goals

Indigenous Partner

Already established local ministries which Servant Partners comes alongside to build capacity and equip leaders

If a maturing Site does not wish to commit to the requirements to be a Ministry Partner or an Indigenous Partnership, then Servant Partners can help it to move toward complete spiritual, fiscal, and organizational independence.

Ideally, all Servant Partners sites would move into Ministry Partner I status within ten years, and then Ministry Partner II status no more than five years after that. However, because part of our

calling as an organization is to go to high-risk, difficult locations, where few or no other organizations are working, we realize that a particular site's development may be unpredictable. Unstable, dangerous conditions can slow down or even stop a local work. When this happens, we do not consider these situations to be failures. Rather, we trust that we have planted a seed of transformation in that community that God can nurture, whether or not a Servant Partners team is present.

Over the past few years, we have developed an emerging generation of leaders and worked to reduce staff attrition. We now have a strong core of mature sites that are ready to move toward more independence, as well as new sites that are just beginning to develop their ministries.

Descriptions of those current sites follow.

Servant Partners Site

Asia

Bangkok, Thailand

Thailand's sprawling capital city of Bangkok is one of the most influential cities in Southeast Asia. Home to over seven million people, Bangkok is a wealthy city, but also one with roughly two thousand slums hidden away down back alleys, on unwanted swamps, and along sewage-filled canals. Migrants of various cultures and languages make the journey from border areas to look for work in the city, frequently leaving to visit family members in their home villages. Reaching city-dwellers with the Gospel has the potential to impact people all over the country. Here, Servant Partners staff members work in several communities equipping local pastors to plant holistic churches, working with youth, and developing an international internship for both Thai and American young adults.

Manila, Philippines

Manila is the most densely populated city in the world, with more than 16 million people in its metropolitan area—about one-third of them in slums. Despite frequent evictions and land clearances, squatter communities spring up along riverbanks, under bridges, or other undeveloped spaces. The gap between the rich and the poor is vast in the Philippines, where the elite twenty percent hold over one-half of the nation's wealth and the bottom forty percent of the population subsist on only fourteen percent of the resources. The Manila team planted a church in one poor neighborhood and is now developing indigenous leadership to take it over. Over the years, they have also conducted community organizing, provided marriage and family counseling, reached out to youth, and taught a high school equivalency exam preparation course. Manila also plays a unique training role, hosting many of Servant

Partners' pre-field training events and internships and reaching Filipinos through the site leader's teaching position at Asian Theological Seminary.

South Asia*

A team is forming for a major city in South Asia, with plans to arrive on-site by 2017. Currently the site leader is focused on recruiting and developing new team members, building networks of prayer and financial supporters, and connecting with other organizations and workers in the city.

Africa

North Africa*

In this city—one of the fastest growing in North Africa—ethnic and racial tensions run deep in the nearly 100% Muslim environment, especially between Arab and non-Arab peoples. Neighborhoods are primarily comprised of single-story buildings with limited electricity and no running water. Our team is re-launching the work in an ethnically-mixed community of economic refugees from the countryside on the edge of the city. The team will develop a community business and education center, providing training in several areas including entrepreneurship, vocational skills, sports coaching, public health, as well as after-school programs. We expect this to create ongoing opportunities to share the Gospel while identifying community leaders with the potential to catalyze broader neighborhood transformation.

Johannesburg, South Africa

Johannesburg is a city of contrasts. While it holds a rich diversity of tribes, races, and cultures, it also bears the scars of apartheid. The city remains divided along racial and economic lines; it has an unemployment rate of 37 percent, with black people making up 91 percent of the unemployed. Our team is working to bridge those divides by uniting neighborhood leaders to bring holistic health and transformation to their communities. We are creating pathways and platforms of trust that allow us to connect cultures, develop leaders, and disciple Jesus followers. Among our strategies: developing youth to become new leaders in their communities, starting a women's exercise group that includes spiritual and emotional mentoring, and building relationships between middle- and lower-class churches to work toward justice.

Kampala, Uganda

Despite its relatively small size, Uganda boasts a staggering amount of diversity, with over forty distinct living languages. It has seen its fair share of tragedies and challenges, but for several decades has enjoyed being one of the most politically stable countries in East Africa. Our site hopes to organize urban poor communities in the capital city of Kampala by

* For security reasons, no specific locations or partner names in South Asia or North Africa are disclosed.

working with their key leaders (in NGOs and churches), gathering them together to identify needs and resources within their neighborhood, and building their capacity to take action to meet those needs. In our inaugural project, our team is working to empower a group of artisans in the Achioli quarter of Kampala's broader slum area of Banda. We will assist in the design and implementation of initial programming to improve business practices and integrate holistic leadership development through mentoring, and then work with these leaders to assess progress and decide together how to move forward.

Middle East

Middle East*

In a country known as a haven for displaced peoples from neighboring war-torn countries, our team lives in one of the largest refugee communities in a major city. The refugees do menial labor, such as cleaning houses, for the host population, enduring verbal—and sometimes physical—abuse.. Our team longs to be a beacon of hope in the midst of this despair and drudgery, inspiring the refugees to see their time in the city as an opportunity for transformation, as opposed to a holding zone before resettlement elsewhere. The team plans to open a community center in 2016, offering classes in computers, business start-up, and English, as well as counseling for those open to inner-healing from the trauma of their past. The site is also our newest international internship location, welcoming its first interns in 2015.

Americas

Managua, Nicaragua

Years of political conflict, natural disasters, and a civil war, together with unfavorable economic conditions have left Nicaragua the second poorest nation in the region (after Haiti). Forty percent of young Nicaraguans are unemployed or work in the informal sector, and 48 percent of the population lives below the poverty line. Our team in Managua partners with a local church to develop leadership and transformational ministries, such as small business development, healthcare, leadership development and counseling. Servant Partners is also partnering with a Nicaraguan missions agency to send Nicaraguans to our North Africa site.

Vancouver, British Columbia, Canada

Our team is focused on the Strathcona neighborhood, which borders the Downtown Eastside area. In Stratcona, only 44 percent of residents speak English as a first language; another 40 percent speak a Chinese language. The median household income is \$15,558, and 59 percent of its population lives in low-income households. Strathcona has the highest concentration of single mother households in Vancouver. Despite gentrification, it will always contain a high density of poverty since almost two-thirds of the population live in low-income social housing

* For security reasons, no specific locations or partner names in the Middle East are disclosed.

complexes that have no plans to be relocated. The team is partnering with a local church, God's House of Many Faces, to plant new churches in the area. They host a two-year internship site, and are recruiting, preparing, and sending teams to India and Bangladesh.

United States

San Antonio, Texas

Our site is located in the East Side, a historically African-American neighborhood that has undergone profound socioeconomic and ethnic changes over the years. Today, the neighborhood is approximately 90 percent Latino and 5 percent African-American, with one-third of residents living below the poverty line. Alongside several of their neighbors, the team is in the early stages of planting a church which will eventually become the center of community transformation efforts. They currently run an after-school program and a neighborhood association, and are part of a new community development corporation which is forming to fight gentrification on the East Side. In late 2015, they will launch a new sports ministry with the aim of reaching more men and youth in the community. All of these programs share the common goal of identifying and developing leaders from the community to catalyze neighborhood change.



San Jose, California

Despite being located in the wealthy Silicon Valley, many neighborhoods in the city of San Jose are home to undocumented immigrants, the homeless, and others living on the margins of society. Multiple families crowd into single-family houses in an effort to make ends meet in an area where the cost of living is extremely high. Our team is focused on two working-poor, Latino neighborhoods near the downtown area. The site's church plant aimed at Spanish-speaking families, Shalom Iglesia, began Sunday services in April 2015. The church seeks to be a people of peace, love, and justice. A program called Bridge Communities creates cross-class small groups, matching one person seeking to come out of poverty with a set of three or four mentors who can help them do that, materially and spiritually. The former gains desired skills and support, while the mentors receive deeper training in the realities of poverty. The site also regularly hosts domestic interns and has a class of ten starting its two-year rotation in the fall of 2015.

Lincoln Heights (East Los Angeles), California

Lincoln Heights in east Los Angeles is one of the oldest and most distinct Latino neighborhoods in the United States, with a rich history and culture that has shaped the rest of the city. The team launched a growing church of about 100 community members and a ministry

to at-risk high school youth. The Lincoln Heights church is now beginning a new church planting effort in another east Los Angeles neighborhood. Working with neighborhood leaders, the team also launched a non-profit organization, In The City, Inc. (inthecityinc.com). In The City identifies and develops leaders from within the urban poor neighborhoods of east Los Angeles through formal training (e.g. computer classes) and target projects (e.g. tutoring to high school athletes). Lincoln Heights also regularly hosts classes of interns participating in the two-year domestic internship.

Philadelphia, Pennsylvania

The birthplace of American democracy, Philadelphia is now the poorest large city in the United States. A vibrant manufacturing system once supported working class neighborhoods like the one in North Philly where our team lives; not that long ago someone could end one job and walk down the street to get a new one the very same day. Forty years of disinvestment in manufacturing, housing, schools, and even churches has left many households without hope and dependent on government support. Our team hopes to break the system of dependence and bring the Kingdom of God more fully to North Philly by partnering with neighbors to develop local leadership, expand access to jobs, and restore a sense of self-determination and community.

Europe

Marseille, France

Marseille is an immigrant city on the edge of Europe with many roots in North Africa and beyond. It is the poorest big city in France, with a reputation for disorder, lawlessness, and lack of French-ness. Racial and religious lines run deep in this city on the edge. We are working in the immigrant neighborhoods of the city, attempting to build cross-cultural bridges, help with migrant transition and seek reconciliation in the Muslim community. Because there are already so many social services and other programs designed to help the poor, we are seeking creative ways to build relationships and focus on areas not covered by other services. Practically, we are focusing on third-culture kids who feel neither French nor North African, helping residents develop business skills, equipping the local church to reach out to their immigrant neighbors, and trying to help out wherever local associations welcome assistance.

Ministry Partner I (in process of maturation)

None currently.

Ministry Partner II (mature site)

First Presbyterian Church of Pomona, California

Our partnership with First Presbyterian Church of Pomona (pomonapres.org) began in 1993 with the formation of a youth outreach ministry and a local tutoring program. Many Servant Partners staff and interns have been trained at this site and invested long-term; Pomona was one of the inaugural domestic internship sites in 1995. Servant Partners was key in launching Pomona Hope (pomonahope.org), a local non-profit that equips urban youth as leaders and strengthens them academically, preparing them for higher education. Partnering with First Presbyterian Church of Pomona, Pomona Hope offers opportunities for youth ministry and discipleship, and builds relationships and health through a community garden. In the last decade, we have helped to initiate city-wide community organizing efforts which have addressed many issues including neighborhood safety, and most recently, environmental health. The partnership agreement is available from the Servant Partners office for further details.

Church of the Redeemer, South Los Angeles, California

As another of our first domestic internship sites in 1995, this neighborhood just west of University of Southern California was where we began to partner with a group of former InterVarsity students who had intentionally relocated. In 1998, one of the group's leaders joined Servant Partners while continuing to invest in the development of the neighborhood church and community transformation effort (redeemerla.org). Over the years many Servant Partners interns and staff have invested in this neighborhood through evangelism, church planting, community organizing, and youth programs. The partnership agreement is available from the Servant Partners office for further details.

Indigenous Partnerships

City #1, South Asia

In this major metropolitan city in South Asia, we have been partnering with a church planting movement which has two organizational structures: church planting and community development. We have provided training, funding, and equipping for the expansion of this movement in the urban poor areas of City #1.

City #2, South Asia

We are partnering with an indigenous ministry in this large city to the south of City #1, reproducing there the empowerment model piloted in City #1 over the previous four years. The indigenous ministry has extensive networks in this predominantly Muslim area and a vision to transform urban slums through church planting and community transformation.



FORMING REPRODUCIBLE STRATEGIES FOR TRANSFORMATION

Indigenous Partnership Development

Indigenous leaders are some of the best strategists, because they know the language and culture. We are developing new partnerships and strengthening existing ones to help national level indigenous leaders and organizations create new transformational churches. We are currently developing indigenous partnerships in South Asia and East Africa.



Annual Collaborations for Development of Strategies and Training Materials

We bring our key leaders together for annual collaborations that provide cross-fertilization of ideas and strategies. These annual collaborations catalyze ongoing learning groups and training materials which help future teams and partnerships to be more effective in establishing holistic church planting movements. Strategies utilized in one region of the world do not necessarily work in another. Therefore, we are developing regional-specific means to learning and implementing appropriate reproducible strategies.

Field-led Decision Making

As Servant Partners grows, we want to ensure that major decisions continue to be significantly influenced by staff with field experience and staff who are engaged in direct field work. We are creating a leadership structure that allows key field staff to participate in formulating goals and policy, while still remaining integrated into their local work.

New Site Development

We are always looking for new urban poor areas that need transformational churches. Key elements to developing new sites are: a call from God, long-term viability, qualified team leadership, and reproducibility of the ministry in other areas in the city/region.

Research and Innovation

Research and innovation focuses on the research and development of innovative ideas that have potential for significant impact in urban poor communities. We encourage innovation at the

grassroots level at every site. We also believe that our organization must be experimenting with broad new approaches that could more effectively transform urban poor communities.

Geographical areas of focus for research and innovation are South Asia and East Africa. Current strategies in research and innovation include:

- Strategy coordinators serving multiple urban poor communities and partnerships while living off-site
- A Regional Economic Development Team in East Africa
- “Storying” among the illiterate or semi-literate as means of evangelism, church planting, and leadership development
- Artist-in-residence pilot program for youth in urban slums
- Servant Partners Press

RAISING UP & SUSTAINING A NEW GENERATION TO SERVE THE URBAN POOR

Servant Partners Internships

Originally launched in 1995, Servant Partners Internships equip emerging leaders to minister alongside the urban poor. Interns live, learn, and pursue God together in order to discern a call to urban poor ministry.

We offer internships in various forms: short-term, international, and two-year domestic. Short term internships are currently offered in the Bay Area and Los Angeles and range from one day to a few weeks. They are meant to engage the church at large in learning about God's work in urban poor communities and to build ministry networks. International internships can vary from six months to two years and can look significantly different from site to site. We send international interns to France, Guatemala, Honduras, Nicaragua, the Philippines, Thailand, Canada, the Middle East, and South Asia. Two-year domestic internships share a common curriculum across sites, and have been run recently in Los Angeles, Lincoln Heights, Oakland, Pomona, and San Jose, California. These interns kick off their internship with a three-week international slum retreat to help with discerning their long-term call. Going forward, we are focusing on having all longer-term internships at full SP sites, rather than ministry partner sites, as a way of equipping and recruiting interns more fruitfully for long-term urban poor ministry with Servant Partners. Between international and longer-term domestic, we have been averaging between twenty and thirty interns at a time between our various sites.

We accept applicants who are serious about urban poor ministry, open to planting churches, and open to working internationally. Interns live communally, work at full- or part-time jobs (domestic interns only), engage in ministry in their communities, and do readings and study scripture. We invite many interns to consider joining Servant Partners staff as a part of their discernment process and pray many of them will. For those interns who are not called to full-time work with Servant Partners, our hope is that they will influence the church to live out God's heart for the urban poor partner with SP in its mission.

Global Urban Training School (GUTS)

Servant Partners' Global Urban Training School (GUTS) orients, equips, and sustains urban poor workers over the course of their careers in urban poor communities.

GUTS: Foundations

All of our workers are required to attend this six-week orientation to urban poverty and to Servant Partners. Through in-depth scripture study, practical experiences living in an

urban slum, living in close community with their teammates, and a prayer retreat, participants prepare for their first term. This pre-field training inspires our staff candidates as they meet urban poor residents who are experiencing the power of God in their lives. Staff candidates are also sobered by the reality of living alongside the urban poor and realize their need for a deeper relationship with God and a long-term approach to their efforts.

GUTS: Collaborations

We encourage Servant Partners staff to learn from each other as well as from outside the organization. One of the ways we embody this value is through collaborations: short gatherings of individual staff around a specific topic. These small group settings provide staff the chance to share what they are learning with others and listen to what is developing in other sites. There are concrete results from these gatherings and follow up plans that produce wider change. For example, we gathered a few site leaders who had a strong interest in outlining the process of a site's development using assessment tools. The result was a thorough document, "Servant Partners Site Assessment Tool Kit," which provides a developmental timeline as well as a number of tools for the growth and development of a site. Another collaboration around healing prayer highlighted the model at one site, called "Grupos Vida" or Life Groups, where urban poor women are finding healing from past wounds and are gaining a sense of power for their lives and communities. A third collaboration focused on developing indigenous leaders through modeling, mutuality in relationship, and reflection on the scripture. Each of these collaborations was framed with prayer and worship so that the participants themselves were transformed by God while learning from one another.

GUTS: Strategy Summits

We recognize that our approach to transforming urban poor communities is constantly evolving. It is important for our leaders regularly to assess what we are learning and make corrections where necessary. At our last Strategy Summit, we gathered our most experienced site leaders and senior leaders from around the world and asked them, "What does a transformed urban poor community look like?" As we discussed measurable outcomes for transformation, it became clear that there was a great similarity between urban slums all over the world, despite their unique cultural contexts. The result of that Strategy Summit was "Eight Signs of a Transforming Community," which is the best way of describing the outcomes of our work.

GUTS: Coaching

We will continue to contract with a community organizing coach to serving our staff in Los Angeles, South Africa, and San Antonio. We are in the process of identifying other coaches for church planting, healing prayer, and organizational/administrative development who can come along leaders at sites that have those specific needs.

In 2016 we plan to have two collaborations: an "Eight Signs of a Transforming Community" Strategy Summit and a Servant Partners Site Leaders Training.

The Launch

The road from receiving a call to serve among the urban poor in the developing world to actually living and serving there is usually a long one with many potential detours. The Launch is a fellowship of people who are on that journey together. The group meets monthly to hear from experienced missionaries, study the Word, pray together, and receive ongoing mentoring—all with the goal of being spiritually and logistically prepared to live among the urban poor. This is a crucial connection in the pipeline of getting overseas.



Life-long Leadership Development and Spiritual Formation

Equipping leaders to take on ministry responsibility and grow in Christ-like character produces the deepest, long-term holistic transformation of urban poor communities. We are creating a leadership development culture within Servant Partners, which includes both spiritual transformation and the transformation of communities. We continually strengthen existing leaders and raise up new leaders within Servant Partners, local leaders at each site, and leaders within the indigenous ministries with whom we partner. We develop leaders in every sphere of ministry—Emerging Leaders, Front-line Leaders, Community-Wide Leaders, Organizational Leaders, and Movement Leaders—by investing in their capacity and spiritual maturity. We develop our leaders through key training processes: Servant Partners Internship, Global Urban Training School, leading local initiatives and organizations, one-on-one mentoring and modeling, skill development coaching and education, furlough processing, and individualized leadership development plans. Spiritual formation takes place through pastoral care, spiritual direction, healing prayer, crisis intervention, counseling, and reflection on each season of ministry. These training and spiritual formation processes begin even before staff leave for the field, and continue throughout their ministry. Our goal is to raise up Christian leaders with a passion for Jesus and urban poor mission, who are equipped to work for the transformation of slum communities.

Development of Field Team and Pastoral Teams

We are working to build on our foundation of strong member care so that we are able to retain our staff for long-term service. Currently, our pastoral team has members from the United States, and we are adding more Spanish-speaking members to the team as the number of Spanish-speaking staff members grows.

Development of Intercessor Teams

As Servant Partners expands, we feel the need for a strategic Intercession Team. We have developed a small group of strategic intercessors who will pray alongside the Executive Team and the Servant Team about the long range strategic issues that are in front of us.

As site leaders move forward to begin work on the field, Servant Partners equips them to recruit staff for their sites as well as a Site Intercession Team. Their ability to recruit both workers and supporters of the work will confirm their leadership and give them healthy groundwork for fruitfulness in their calling. As staff come on board, Servant Partners will have a significant role in shaping, training, and leading them as well as helping them to develop their own ministry intercession teams. Each site leader and each staff member develops an intercession team consisting of six to eight people—gifted and called to the ministry of intercession—who commit to gathering monthly to pray and fast during the first season on the field.

SUPPORTING AND EQUIPPING MINISTRIES

Leadership Teams

Our organizational strategy is based on teams that develop vision and meet goals in their respective areas. Our field teams and indigenous partnerships are focused on creating churches that transform their urban poor communities. Our departments (Administration, Communications, Fund Development, Internships, Member Care, Pre-Field, and Recruiting) are working teams that serve the growth and development of the field teams and indigenous partners. The Servant Team oversees the health and vitality of the departments and the field teams. The Executive Team oversees daily operations to ensure that we meet our goals efficiently.

Administration

While we work to maintain a lean administrative infrastructure, we have established an administrative hub in Pomona, California, to facilitate a more effective work environment for our executive leadership and our support and equipping ministries. This helps us to more efficiently and creatively integrate our Administration, Communications, and Fund Development Departments. We will add more administrative support staff as needed to maintain high quality, personal service. In conjunction with the Communications Department, we have created a functional intranet site so that staff can access administrative and other information that will serve their needs more quickly and effectively.

Communications

Our Communications Department, and its sub-groups, the Servant Partners Social Media Team and Servant Partners Press, is actively producing materials to get the word out about what God is doing through and within Servant Partners. This involves collecting, editing, and publishing inspirational and educational stories about the changes that take place as local churches become change agents in the slums. We have an organizational blog as another means to raise awareness of the plight of the urban poor and draw people into meaningful involvement. We are catalyzing a digital community around the cause of serving the urban poor using currently popular social media tools.

Servant Partners Press has moved into a new phase this year as we finished publishing our second book and started on our third book. Servant Partners Press supports and encourages the Kingdom work of transformation and empowerment by highlighting the goodness of God in the work among the urban poor, sharing testimony, story, and training that contributes to this work, and proclaiming the promises of God to all as we seek to give ourselves on behalf of the poor.

The Press has hired a marketing firm, Guiding Type, to build our capacity to market our books and training materials so that they are more likely to get into the hands of potential readers.

Fund Development

The Fund Development Department plays a crucial role in writing and submitting proposals for field projects that meet our goals of establishing holistic churches. We use web technologies to involve new and current donors in deeper ways through increased giving and volunteering as we catalyze a digital community around the plight of the urban poor. We plan to engage new churches in giving and volunteer opportunities with Servant Partners. In an effort to increase our undesigned giving we launched Justice Partners, inviting anyone to give \$24 monthly and then receive exclusive updates on Servant Partners ministry projects around the world.

Recruiting

We are currently recruiting in the United States through our church and campus ministry networks. We are expanding our recruiting efforts in Latin America, Canada, and Europe. We plan to hire a full-time Recruiting Director in the next year who will work closely with our recruiting staff in those countries. We aim to more effectively integrate recruiting and communications efforts, so that staff travel and speaking schedules are used most efficiently and we can achieve our goals.

Member Care

The Member Care Department uses skills such as professional counseling, certified spiritual direction, inner-healing prayer ministry, as well as discernment processes to help individual staff thrive within their ministry contexts. Member Care leaders meet with SP staff during the significant transition points in their ministry. During these times, we help SP staff bind wounds, gather the lessons learned, assess the state of their soul, consider their future direction, and set the stage for further fruitful work. One of our goals is to reduce unnecessary staff attrition by focusing on proactive care that will help staff stay healthy, rather than just responding to personal crises after they develop. We are currently studying Member Care processes in similar organizations to learn from them and to ensure that we are offering the best practices available. We are also receiving training and consulting from the Headington Institute, an organization that specializes in working in situations of high stress and trauma, and builds member care processes and staff resilience in humanitarian aid organizations.

Pre-Field

The Pre-field Department accompanies staff from when they have been accepted to Servant Partners staff to when they arrive on the field, which can be anywhere from one to three years. We work to train and equip staff to be effective on field through GUTS, fundraising training, and administrative support. The support and training that the Pre-field Department provides plays a critical role in helping workers move from a calling to serve the urban poor to actually getting to the field.

STRATEGIC INITIATIVES 2013-2017

1 Deepen Our Individual, Organization, and Movement Life with God

All staff are “living into” the Servant Partners Vision for Spirituality and Rule of Life (a description of our corporate spirituality, which invites staff into intentional personal and corporate spiritual practices to deepen their relationship with Jesus).

- Staff have been introduced to the Vision for Spirituality and spiritual practices, given a retreat guide for reflection (Spanish and English), trained in how to use the materials, and are beginning to use them annually starting August 2015.

Define the nature of the Servant Partners Alumni Network (SPAN), which seeks to walk alongside Servant Partners supportively and share spiritual life together. Identify leadership for this group, develop a long-term growth plan, and launch an initial gathering.

- Chris and Maureen Hodge and Tom and Bree Hsieh have agreed to lead this effort.
- First gathering of thirty alumni was held in the Los Angeles area in 2015.

Develop Intercession Leaders and teams for each site leader and field staff member, and provide intercession training opportunities.

- Katherine Louie has organized sixteen teams in conjunction with site leaders.
- The first training was well received and second training is planned for Spring 2016.

2 Increase the Effectiveness of Our Evangelism and Church Planting

Double the number of people coming to faith in Jesus at each site (from September 2013 levels).

- In 2013, we had 724 new disciples (590 in South Asia).
- In 2015, we had 1,017 new disciples (930 in South Asia).

Clarify viable evangelism and church planting strategies and help each site modify one of these for their context.

- In August 2014 we held a collaboration where elements of our strategy were identified and local leaders began to modify them for their local context.

Increase the number of church plants and/or the size of existing churches (numerical goals set by individual sites) at each site.

- In 2013, we had two church plants.
- In 2015, we had 82 church plants (80 in South Asia).

Create an effective evangelism and church planting training course tailor-made for urban poor communities.

- Site leader Chris Rattay in Lincoln Heights has designed an eighteen-month course which will launch in 2016.

Identify evangelism and church planting coaches (inside and outside Servant Partners) and connect them to work with SP sites.

- Completed.

3 Increase the Effectiveness of Our Leadership Development

Every staff intensively develops two leaders, who can develop other leaders.

- Through our annual review process, we now have virtually all of our staff developing two leaders.

Create, edit, and implement leadership development tools specifically for Servant Partners: "Spheres of Leadership," "When Being Helped Hurts," and Shalom Discipleship Curriculum.

- "Spheres of Leadership" is completed and is being used within SP.
- The other two are being revised with the goal of having them user-friendly by the end of 2017.

Develop and implement Site Leader training curriculum.

- Will launch in October 2015.

Servant Partners has a culture of learning and innovation which includes collaborations, strategy summits, and research trips.

- From 2013, we have held five collaborations. The Strategy summit will be held in the summer of 2016.
- All staff are encouraged (and most succeed) in visiting another site during their Season of Reflection (after their first two years).

- SP is launching a “Communities of Practice” strategy for project development under the leadership of Shabrae Jackson Krieg

Hire a Director of Training.

- We have identified a candidate and she hopes to take on the role in the next two years.

Identify five potential Regional Directors.

- We have identified five and are either developing them within SP or recruiting from outside SP.

Form a "Spheres of Leadership" organization-wide leadership development plan, which includes goals for emerging leaders, front line leaders, community-wide leaders, organizational leaders, and movement leaders.

- To be developed by September 2017.

4 Increase the Number and Diversity of Staff and the Number of Sites

Average 35 new applications per year by the end of September 2017 (20 from North America, 15 from Latin America).

- We have added 25 new staff in the first two years of this plan.
- Revised goal: 16-34 new staff added by September 2017.

33% new North American staff applicants from ethnic minority backgrounds.

- Halfway to this goal.

Launch three new sites, one each in North Africa, Canada, and US East Coast (all new teams will start with a minimum of five team members).

- Two new sites launched.

All sites by September 2017 staffed with a minimum of five team members.

- Halfway to this goal.

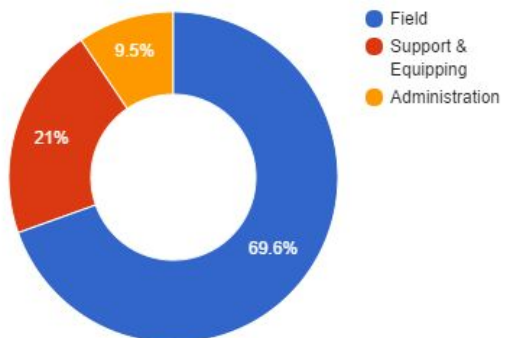
Expand Domestic and International Internships(numerical goals set annually).

Hire a Director of Recruiting.

- Revised: Executive Director will direct Recruiting Team.

BUDGET AND STAFFING

SERVANT PARTNERS BUDGET — 2015 - 2016

Field Personnel & Program	\$2,017,658	 <p> ● Field ● Support & Equipping ● Administration </p>
Executive, Supporting and Equipping Ministries	\$608,312	
Administration	\$274,889	
Total Operating Budget	\$2,900,859	

CURRENT STAFF

Staff	93
Interns	48
Total	141

SERVANT PARTNERS FUNDING INITIATIVE — 2013 - 2017

Creating Transformational Churches Initiative	\$289,330
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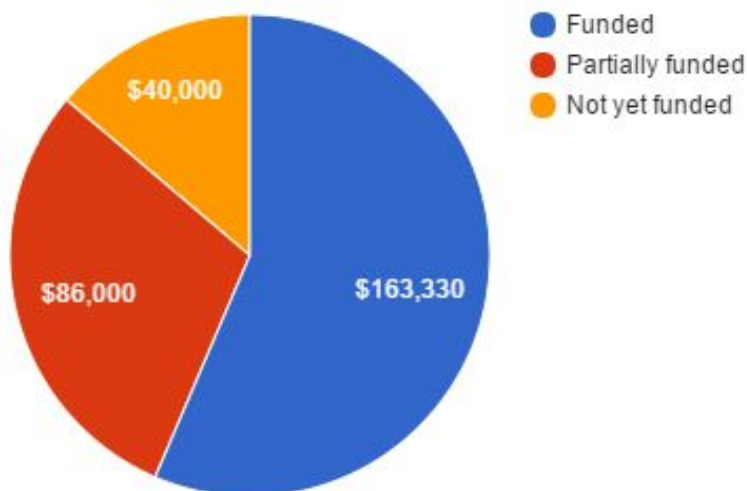
CREATING TRANSFORMATIONAL CHURCHES INITIATIVE



Through these projects we are planting new churches and empowering existing churches to bring concrete change to their urban poor communities.

For more detailed information on any proposal, contact our office at info@servantpartners.org.

Total Initiative — \$289,330



Urban Poor Women's Initiative

\$31,000 (partially funded)

The Urban Poor Women's Initiative uses a small group, peer-support model to provide women with the opportunity to develop a network of supportive relationships and leadership skills, and to empower them to change their own lives and communities. This project focuses on women in two different informal urban settlements in South Asia and Zandspruit Township, Johannesburg, South Africa. In South Asia, our goal is to strengthen and empower thirty Self-Help Savings groups enrolling 900 poor women to be agents of changes in the

slums. In Zandspruit, the Holistic Health and Fitness Groups will provide a safe space to encourage a holistic understanding and practice of health, promote ownership and leadership, and build community amongst the women. As they gain the confidence to change their own lives, they are also empowered to be change agents in their communities.

San Jose Bridge Communities

\$15,000 (not yet funded)

This project provides the support that low-income residents need to truly lead and own their own processes of development as they work to climb out of poverty. Bridge Communities have two kinds of participants: Leaders and Allies. Leaders are individuals or families with income less than 200% of the federal poverty line who want to improve their situation, exit poverty, and achieve greater stability in life. Allies are volunteer mentors who self-identify as middle class or above and pledge their support to the Leaders. Once they complete initial training, both Leaders and Allies commit to a Circle of Support for two years. Once they accomplish their development goals, Leaders end their participation in the project and take on some service to “give back” some of what they have gained, such as stepping into community leadership, working in a helping capacity, or becoming an Ally themselves. The pilot project will start with eight to ten Leaders and 24 to 30 Allies and grow to 25 Leaders and 75 Allies within two years.

Increasing Staff Resiliency

\$57,000 (funded)

Over the past several years, Servant Partners has been working to improve the ways that we equip and sustain workers among the urban poor so that they have the support and skills they need to serve long-term in a challenging context. We initiated a member care department, expanded our training and coaching, and developed tools that our site leaders can use as resources. Now we want to build on what we have started and continue to improve the ways we train, mentor, and support Servant Partners field staff. Over the next two years, we will:

- Partner with the Headington Institute to provide workshops and coaching to help staff thrive in their work.
- Implement new training approaches and curriculum for site leaders so they have the skills they need to be effective.
- Help staff build relationships and knowledge at the All-Staff Conference through worship, the Word, and cross-pollination of strategies.

South Asia City #2 Urban Poor Empowerment Project

\$33,060 (funded)

In April 2013, along with a new partner, we initiated the City #2 Urban Poor Empowerment Project in South Asia. Over three years, we will be training leaders who will establish women's self-help groups focused on not only their own economic development, but also on transforming their own communities and house church planting. So far, we have trained 92 people as officers of 28 self-help groups. Over 400 poor women are currently participating in weekly meetings to collect savings and learn and work together on a variety of local issues. Groups are also learning stories from the Scriptures of how God has healed, redeemed, blessed and empowered His people all through history. Twenty-two women have received Christ and regular prayer and Bible reading is taking place in emerging house churches. Fifty-two people have been identified as "people of peace," interested and open to faith.

South Asia City #1 Urban Poor Leadership Development Project

\$73,270 (funded)

Launched in April 2013, the City #1 Urban Poor Leadership Development Project is developing and implementing a comprehensive, story-centric discipleship, leadership development, and community transformation curriculum designed to bring unbelieving communities of Muslims and Hindus to faith and maturity in Christ and develop them as agents in community transformation.

The curriculum includes story sets for use in evangelism, discipleship, congregational life, discovering gifts and callings, developing leaders, and community transformation. So far, 179 leaders have been trained and have enthusiastically embraced storytelling as the most effective way to evangelize, plant churches and make disciples. We will provide an intensive leadership training workshop for key leaders in early November 2015 and plan to bring the project to conclusion in March 2016.

Developing World Workers Initiative

\$55,000 (partially funded)

We are recruiting workers from Latin America who are able to reach Muslim cultures that are normally hostile to North Americans. While their own local churches are the foundation for sending these workers to unreached urban poor areas, we assist with one-time costs related to training, airfare, and health insurance. Our goal this year is to recruit and send five workers.

Economic Development Initiative Phase I

\$25,000 (not yet funded)

While individual sites have made progress on Sign #4 (Wealth at the Bottom - Expanded Opportunities to Achieve Economic Efficiency), we have begun a multi-site initiative to equip our staff to identify local entrepreneurs who can launch small businesses. Over the next three years, through on-site coaching and regular video meetings, we will have an experienced entrepreneur/trainer work with our staff to develop local businesses that will move residents out of poverty. While micro-businesses have an important place by helping a family develop more income to sustain them, small businesses have the potential to lift multiple families out of poverty. In this first phase, we will assist our team members with local market research and business planning. Once we have finished Phase I, Phase II will involve seed funding for viable businesses as well as technical support for the local entrepreneurs.

APPENDIX

Servant Partners Site

- Has SP staff onsite living in the community.
- Sites are under the authority of SP with an SP supervisor.
- SP is the employer and channels funds to SP staff and projects.
- SP raises money for projects as it is able and approved by the Servant Team.
- SP recruits staff and interns for sites.
- SP provides resources to sites such as leadership development, member care, strategic planning, collaborative learning, and administrative support.
- Sites are expected to seek the development of the Eight Signs, hold to the values of SP, mirror the spiritual ethos of the larger organization, and follow all policies stated in the personnel handbook.
- Sites identify themselves publicly as part of the work of SP even if there is partnership with other agencies.
- SP staff are expected to participate in mandatory leadership meetings and mandatory staff gatherings.
- Sites will produce reports on personnel and ministry as requested by SP.

SP Ministry Partner I (in process of maturation)

A former SP Site that desires to move toward full maturity and independence can request SP to accompany it during a period of up to five years to reach the SP Ministry Partner II status. The SP Ministry Partner I site and SP establish a Memorandum of Understanding to determine the areas of coaching, technical assistance and accompaniment that SP will provide to achieve common goals. This MOU will be evaluated on a yearly basis to assess the Ministry Partners' progress toward pre-established goals.

- Site is part of the larger movement of SP and identifies itself publicly as such.
- Site views SP as an authority related to the vision, mission and values of the organization and are held accountable by an SP supervisor to that end.
- An SP supervisor sits on the Board of Directors of the emerging local organization to help provide governance in accordance with SP's overall mission and values.
- SP will continue to recruit staff or interns for the local site in a seconding type of relationship that emphasizes SP's mission, vision and values, to be reviewed every year throughout the process.
- The local site and SP develop an MOU related to the supervision of SP staff.
- Site may develop its own spiritual ethos which will be closely related to SP's overall ethos.
- Sites should have considerable overlap with SP values. This will be evaluated by the Servant Team when the MOU is created.

- SP may help raise money for specific projects at the local site for a fee of 4% throughout the process of maturation. No more than three projects will be considered per year, and projects are reviewed on an annual basis. Sites will be encouraged to create their own non-profit structure to administer gifts.
- SP will provide coaching or input on particular topics agreed upon in the MOU, in order to help the local site achieve full maturity.
- All site staff (not just SP staff) are invited to participate in SP collaborations and collective learning as they desire.
- Sites will be open to receiving visiting SP staff, when most convenient, in order to expose them to more mature ministry models.
- Sites will provide annual reports on ministry in which SP staff and/or SP procured funding are involved.
- SP will help provide leadership development and member care for sites (as specified in the MOU), specifically for SP staff.
- SP staff must attend mandatory leadership and staff meetings, hold to the values of SP, mirror the spiritual ethos of the larger organization, and personally follow all policies stated in the personnel handbook.
- SP Staff will be reviewed annually.

SP Ministry Partner II (mature)

Ministries/churches that have become organizationally independent from SP but wish to remain in relationship or currently independent ministries/churches that would like to be in partnership with SP may formalize a partnership by becoming a Ministry Partner type 2 with SP. The following describes what a partnership would look like.

- Church/ministry (hereafter “site”) is part of the larger movement of SP and identifies itself publicly as such.
- Sites are not under the direct authority of an SP supervisor but are encouraged to find accountability with other organizations/denominations.
- SP may develop a seconding relationship with SP staff and the local site to be reviewed annually.
- A MOU is developed between the local site and SP related to the supervision of SP staff and any unique elements to the partnership.
- Site may develop its own spiritual ethos which may be different from that of Servant Partners.
- Sites should have considerable overlap with SP values. This will be evaluated by the Servant Team when the MOU is created.
- SP may choose to raise money for specific projects at the local site for a fee and for a limited amount of time, reviewed on an annual basis. No more than one project will be considered per year. Sites may be encouraged to create their own non-profit structure to administer gifts.
- Site may request coaching or input on particular topics and SP can agree to this as it desires.

- A site staff (not just SP staff) may participate in SP collaborations and collective learning when invited and as they desire.
- Sites will be open to receiving visiting SP staff, when most convenient, in order to expose them to more mature ministry models.
- Sites will provide annual reports on ministry in which SP staff and/or funding procured by SP are involved.
- SP does not recruit staff or interns for the local site unless it fits within the larger mission of SP.
- SP will provide leadership development and member care for SP staff.
- Supervision and member care will be done by the local site for its people.
- SP staff must attend mandatory leadership and staff meetings, hold to the values of SP, mirror the spiritual ethos of the larger organization, and personally follow all policies stated in the personnel handbook.
- SP Staff will be reviewed annually.

Indigenous Partners

SP's Research and Innovation ministry works with already established indigenous organizations that are already working with the urban poor and in alignment with SP's values. Research and Innovation staff work to help them implement their vision for their community.

- Indigenous partners must be working in some manner toward the Eight Signs.
- Research and Innovation staff work remotely with indigenous ministries for an established amount of time laid out in a partnership agreement created by the Servant Team.
- Funding may be sought as part of the partnership agreement, but will not be ongoing.
- R&I staff will help to build capacity, if desired, for the local organization and help it to become autonomous, if necessary, in an established amount of time.
- Projects will develop their own reporting mechanisms and SP may request an annual report.
- SP will request annual reporting on projects funded by SP.