

## Long-Term Cross-Cultural Worker (LTCCW) Check List for Church/Partnership/Agency and LTCCW

A Long-Term Cross-Cultural Worker (LTCCW) chooses to live in a cross-cultural environment, often overseas, and often for many years... perhaps even a lifetime. The determined length of stay is driven by the task. The Vineyard Missions team created this checklist for that worker and for those who are involved in sending and caring for that worker. The term 'Long-Term Cross-Cultural Worker' describes those involved in many different tasks while living in the cross-cultural environment.

### 1. Selecting

- a. Ensure the LTCCW has a call to ministry and cross-cultural work
  - i. How specific is the call (particular people group, specific location focus, specific task or "wherever I am needed")?
  - ii. If married:
    1. How much agreement and mutual vision is needed?
    2. Will there be separate job descriptions and evaluations?
    3. Will each spouse be listed separately as an employee for tax and legal purposes?
  - iii. If there are children:
    1. How much input will children and teens have into the decision to work cross-culturally?
    2. What educational process will be used (homeschool, homeschool tutor/nanny, national school, boarding school, distance learning, stay in the US with another family)?  
How prepared are the children and parents?
      - a. We they leave the overseas location when child reaches a certain age?
      - b. Financial consideration
      - c. Educational special needs
      - d. Laws in the country
- b. Define the task that the LTCCW will attempt (direct a water project, plant a church, translate the Bible, etc.)
  - i. Is there a vision statement agreed upon by the LTCCW (by all adult members of the team) and the senders?
  - ii. Has there been a proposed method for fulfilling the vision?
    1. Expectations the LTCCW has for the senders
    2. Expectations of the senders have for the LTCCW
    3. Expectations both have for the receiving culture (participation, maintenance, eventual leadership, etc)
  - iii. How well do the LTCCW and the senders understand the task?
    1. Possible vision trip
    2. Research with others working in that area or people group

3. Partnership opportunities with local church or other workers and organizations
  - a. How much do you need to know about the other organizations in order to partner with them?
  - b. What do other organizations think about the proposed work?
- iv. What special skills are needed to accomplish the task and is a team (with multiple gifting) needed to be successful? If a team is needed should you wait to deploy until the team is assembled and ready to go together?
- c. Assess the readiness for this LTCCW for this specific task. Determine the demonstrated minimal competencies needed for success.
  - i. Has the LTCCW shown successful ministry effectiveness?
  - ii. How much cross-cultural experience/training is needed?
    1. Language skills and language learning ability
    2. Ability to engage new culture and cultural acquisition (training or internship experience, assessment such as the Intercultural Readiness Assessment)
      - a. If a family how much for spouse and children?
  - iii. Has the LTCCW proven relationship ability?
    1. How does the LTCCW relate to authority?
    2. How does the LTCCW relate to those under his or her authority?
    3. What is the leadership style of the LTCCW and how effective may that be in the cross-cultural setting?
    4. What is the experience of this LTCCW leading and being lead in the cross-cultural work environment?
    5. How do you anticipate the relational style of the LTCCW will be perceived by those around him/her?
      - a. Senders
      - b. Co-workers
      - c. Local believers
      - d. Local people
  - iv. Is the LTCCW able to acquire a passport, visa, work visa or other documents?
  - v. Are there legal issues that would hinder departure or required return to the US (convictions, judgments, debt, bankruptcy procedures, child custody, etc)?
  - vi. Does the LTCCW have adequate spiritual, relational, emotional and physical health for the particular task?
    1. Demonstrated spiritual maturity
      - a. Personal history of spiritual health (regularly engaging in a life of prayer, worship, a Biblical world view, ability to give and receive spiritual encouragement, etc)

- b. If married what are the individual and mutual spiritual practices of each partner and with the family?
  - 2. Understanding and experience with the spiritual powers in this or any cross-cultural setting
  - 3. Ability to work in groups or teams and possible assessment and training for that task (FIRO-B, Myers Briggs Type Indicator, Step II, DISC, etc.)
  - 4. Relational health of the marriage and family?
  - 5. Adequate physical health of LTCCW (and family)
    - a. Consider special health needs
    - b. If there are health issues, require health screening and approval.
    - c. Consider a plan such as “Travel Health America” to monitor and track health and to understand the health challenges of a particular area.
  - 6. Assessment of spiritual, emotional and relational history of the LTCCW
    - a. Habits, hurts and hang-ups; How vulnerable is the LTCCW and how are they functioning now?
      - i. History of compulsive or addictive behaviors and recovery
  - 7. Legal issues pending or of concern
    - a. Do a criminal background check
    - b. Is there a history of sexually abusing children?
      - i. Require a signed statement that the LTCCW as an adult has not abused a child and explanation if such has occurred.
      - ii. Refer to your church, partnership or Vineyard USA guidelines on employment of someone who has abused a child, with particular attention to the matter of sexual abuse.
- d. Ensure that the church or partnership has a long-range plan to send and care for this LTCCW. If we are going to have effective accountability, we need to develop and maintain trustworthy relationships.
  - i. Is there adequate understanding of the task and the challenges? (explored in detail in the “Sending” section)?
    - 1. Specific to this task, location and LTCCW
    - 2. Adequate logistical, financial, relational and spiritual support for this specific location and LTCCW
  - ii. Is there written agreement about the following?
    - 1. Is the LTCCW also the partnership leader? If so, what level of input is expected by the other partnership leaders and what is acceptable to the leader?
    - 2. Who is/are the leader(s)?

3. What level of supervision will be provided for the LTCCW?
4. What level of oversight will be provided for the senders (church, partnership or agency) by the home church of the LTCCW, supporting churches or agency?
5. Will there be visits to the overseas location and by whom?
6. Consider rent, lease and other contracts the LTCCW will enter into in their overseas location. Will the partnership or church be obligated by those agreements?
7. If there is a change of role, location or partnership, have you agreed how to manage that process?
  - a. Can the LTCCW change role, focus or affiliation unilaterally or only with approval of the sending body?
  - b. Can the sending body change these factors unilaterally or only with agreement of the LTCCW?

## 2. Sending

### a. Clarify the sending structure

- i. Is the LTCCW sent by one church, by a Vineyard partnership, by a partnership with another agency or through an agency?
  1. Understand the authority structure, including how much freedom the LTCCW has to make decisions and where the church or sending leadership will be involved.
  2. Understand how changes can be made to the sending structure and other aspects of the assignment.
  3. Identify supportive relationships
    - a. Prayer team
    - b. Financial support
    - c. Family and friends who will be supportive in specific ways
    - d. Past worker to this area as consultant/mentor
    - e. On-location support
- ii. Are there clear lines of relationship, including how the partnership between the LTCCW and the sending church and partnership will work?
  1. Who has primary pastoral care for the LTCCW?
  2. How much control will the LTCCW or sending structure have in defining and redefining the task?
  3. How will conflict between the LTCCW and senders be resolved?
  4. How will conflict between other workers (expatriate and national) be resolved?
  5. To whom will the LTCCW report progress on goals, tasks, budget, etc?
  6. Who will establish a Crisis Management Team to oversee any crisis and to engage others in helping during a crisis?

- a. Locate specialists who can provide resources for various types of crisis such as health, natural disaster, moral failure, abduction, disappearance or hostage taking, etc.
  - b. Consider registering with the American Embassy's early warning email system
- iii. How will financial ability be sustained in the location and funds made available for the task?
  - 1. Develop a realistic budget based on the project and the LTCCW.
    - a. What will it take to sustain the LTCCW in the work location?
      - i. Food
      - ii. Housing, utilities
      - iii. House help, guards, cooks
      - iv. Transportation
      - v. Set-up
      - vi. Health care and evacuation
        - 1 Identify who will fund the insurance and emergency cash and how it will be delivered to the LTCCW
          - a. Local cost plus travel to other areas for health care
          - b. Evacuation costs
          - c. Means for emergency cash or funding to reach the LTCCW or others who are assisting
          - d. Ongoing costs of medication and availability of medication
          - e. Special health needs may develop on the field
          - f. If the LTCCW is disabled by an accident or illness is there provision for ongoing care of the LTCCW when they return home?
      - vii. Education
        - 1 School fees for LTCCW's children
        - 2 Distance education for LTCCW
        - 3 Language classes for LTCCW
        - 4 Classes to establish community involvement
    - b. Who will fund travel to and from the cross-cultural location?
      - i. Travel for LTCCW and family
        - 1 Long haul air travel

- 2 Local travel connections and accommodations during travel
      - ii. How many belongings will be shipped?
  2. Clarify specific means for money to be collected and dispersed to the LTCCW as well as accounting procedure for receiving personal and project money. (Compliance with Federal, and State employment and tax law and the laws of the host country should be followed. Consider using EFCA.org guidelines for financial accountability)
    - a. Will all contributions be sent to one source for distribution?
      - i. Church
      - ii. Partnership account
      - iii. Agency
    - b. If money comes to the LTCCW from multiple sources, will each of the funding sources be notified of the big picture for the LTCCW funding? (Accounting is easier if all funds go through one channel such as the partnership or a non-profit)
    - c. Is there agreed procedure for the LTCCW to solicit funding in their church, partnership churches and other sources?
  3. Make an accounting system to record expenses (EFCA.org guidelines are helpful)
  4. Clarify to all parties the cost for the work, including set-up costs. Establish an accounting system for all finances flowing to the LTCCW and the project and for expenditures of the same. Establish an adequate review policy by the senders and some form of outside audit
    - a. Set-up and ongoing costs (Will you pay “extra fees” to local authorities to accomplish these tasks? If so, what guidelines and limits will you utilize?)
    - b. Travel to country and in country
    - c. Medical and Evacuation insurance (Will it be mandatory and who will fund it? See more on this website under Short-Term Trip Insurance)
    - d. Contingency funding for crisis or emergency (Risk assessment and contingency planning will help with this task)
    - e. Funding for the project(s)
    - f. An agreed process for monitoring financial health of the LTCCW and the work
- b. Identify a clear task and the appropriate means to monitor, evaluate and encourage the LTCCW
  - i. What is the entry strategy?
  - ii. Who provides accountability for ministry and personal life?

- iii. In what way will the LTCCW and the work be evaluated and by whom?
- iv. In what way will the health of the partnership, sending church or agency be evaluated in regard to following their agreements with the LTCCWs and each other?
- c. Create a written contract with the LTCCW and the sending partnership/church spelling out expectations for each party
  - i. Who writes a job description for the LTCCW?
    - 1. If married will the spouse have a job description?
    - 2. How will the job description be changed and who will be involved in that process?
      - a. Who will monitor progress and how?
    - 3. How will you determine success?
    - 4. Who will set the goals and monitor progress?
    - 5. How often will visits to the cross-cultural location be needed for adequate relationship building and accountability?
    - 6. When will the LTCCW leave their overseas location, for what reasons, for how long, and who pays for it under each circumstance? (For example scheduled medical check-ups, training, reporting back to the partnership, home leave, etc.)
- d. Ensure cross-cultural orientation
  - i. Does the LTCCW have similar experience either on short-term work trip or with living in other cultures?
  - ii. Should the LTCCW consider training or an internship? (For example consider Vineyard College of Missions, Chiang Mai Internship, Mission Training International ([www.mti.org](http://www.mti.org)). Others will be listed on vineyardmissions.org web site)
  - iii. Would a formal degree education be helpful or necessary (missiology degree, linguistic degree, etc)?
  - iv. What is an adequate amount of time for and an agreed, specific plan for culture and language acquisition?
    - 1. Will LTCCW have a primary job of language and cultural acquisition before moving to the new culture or before beginning ministry tasks?
    - 2. Who will monitor and what method or standard will be used to assess and encourage the language and cultural acquisition of the worker?
    - 3. If married will each person be held to the same standard of language and culture acquisition?
    - 4. What is the expectation for cultural and language acquisition for children of the LTCCW?
  - v. What steps are appropriate for coping with culture shock?
    - 1. Transition stress will occur going to the cross-cultural location and upon return to the home country, so consider

training for the LTCCW and the partnership or home church to help in that process.

- e. Prepare legally
  - i. What documents does the LTCCW need (passport, visa, work visa, etc)?
  - ii. What legal issues need to be reviewed that would hinder departing or required return to the US such as convictions, judgments, bankruptcy, child custody, debt, etc?
  - iii. What kind of directives, such as a will, should be in place?
  - iv. What is the legal status of the ministry, NGO or business in the new country?
  - v. What other legal issues must be considered? See the legal section of this web site for further information
- f. Prepare financially
  - i. What are the LTCCW's current and anticipated long-term needs (insurance, emergency fund, retirement, investments, credit card debt, student debt, etc)?
- g. Prepare logistically
  - i. What kinds of communication are appropriate for the setting, considering availability and security needs?
    1. Email or personal web pages
    2. Phone, cell phone or satellite phone
    3. VoIP (like SKYPE)
    4. Postal availability
  - ii. What details of the LTCCW's relocation process should be considered?
    1. Getting the LTCCW and belongings to location
    2. Seeking on-location help in selecting living and working situation
    3. Seeking on-location help in establishing rental agreements, utilities agreements, and other legal agreements. These documents should be translated into English for the use of the sending partnership or organization for their review.
    4. Preparing contingency plans if relocation travel is interrupted by transportation problems or health/physical problems
- h. Prepare intellectually
  - i. What types of anthropological research needs to be sought?
    1. Familiarize with the culture's political history
    2. Familiarize with their customs, mannerisms, world view (see specific country travel guides, culture books, etc)
    3. Find or request a people group study (see Caleb Resources, etc)
  - ii. What types of missiological research needs to be sought?
    1. Familiarize with what Christian groups have done in the same location before

- a. Did their efforts work? Why or why not?
    - b. Review Operation World country reports, C1-C6 model, list of 10 Contextualization Markers, etc.
  - 2. Seek to know what God already taught them about Himself
    - a. How can we come alongside Him in what He's already doing?
    - b. Review list of 10 Contextualization Markers
- i. Prepare spiritually and emotionally
  - i. Who should be a part of a strong intercessory prayer team for the LTCCW and partnership?
  - ii. Will the LTCCW commit to ongoing personal (and couple/family) spiritual growth?
  - iii. What is the gender appropriate pastoral care or mentoring available for both men and women LTCCWs?
  - iv. Which ongoing relationships amongst the sending team will be responsible to encourage and be aware of the spiritual health of the LTCCW?
- j. Prepare for physical and health challenges specific to each individual and specific to the location
  - i. Where are there adequate nutrition and exercise opportunities to maintain health? Would seeking basic medical training be an asset? (See the book Where There Is No Doctor.)
  - ii. What are the special health needs and how they will be met?
  - iii. What measures should be taken to prevent disease?
    - 1. Anti-malarial prophylactics
    - 2. Appropriate inoculations for the area (See a specialist in travel medicine who understands the location Travel Health America can help with this process)
    - 3. Medical supplies for basic health care
      - a. Emergency supplies for areas where sanitary process is uncertain (Be aware that there may be difficulties taking medical supplies. Appropriate documentation may be necessary)
        - i. Suture kit
        - ii. Transfusion kit
        - iii. Dental kit
    - 4. In the case of sexual assault understand the necessary immediate short-term protocol to mitigate disease
    - 5. If health becomes a problem for the worker, who will determine if the LTCCW remains in the cross-cultural setting?
- k. Create a plan for protecting children from sexual, physical and emotional abuse
  - i. What is the agreed definition of abuse? Other cultures sometimes define abuse differently.
  - ii. What are the suggestions of the Vineyard policy manual?

1. Train in child safety for the LTCCW, family and team
  2. Agree to a process for investigation of abuse allegations
  3. Agree to a process of care for the victims of abuse
  4. Agree to a process for discipline of abusers
1. Create a reentry plan
    - i. What details must be considered for planned returns?
      1. Familiarize with transition models, such as RAFT by David Pollock and Ruth Van Reken
      2. Clarify how often LTCCW returns and who pays for it under which circumstances
    - ii. What is the plan for sudden returns?
      1. Engage Crisis Management Network
      2. Consider registering with LTCCW's embassy for early warnings and government evacuations
    - iii. What is the cultural reorientation strategy, including age appropriate reorientation for children and youth?
    - iv. What are appropriate missionary retreat opportunities?
3. Caring
    - a. Provide support for the LTCCW
      - i. How much clarity on the items above is needed to provide the LTCCW with an awareness of care and concern?
      - ii. What specific expressions of care are needed to address the unique life situation of the LTCCW?
        1. Single
        2. Married
        3. Family
        4. Team
      - iii. What types of training is needed to properly care for the LTCCW? (Sometimes called "Member Care or Pastoral Care". Resources and training opportunities will be added to the [vineyardmissions.org](http://vineyardmissions.org) web site.)
      - iv. Which care providers offer services specific to the LTCCW (Link Care, Healing for the Nations, etc)?
    - b. Provide support for the LTCCW's extended family and friends
      - i. Which specific expressions of care are appropriate for the LTCCW's family and significant others? Concern for those "back home" can be a significant burden for the LTCCW.
    - c. Assess the support needs of the sending organization
      - i. Would training a few church members to provided care for the LTCCW be useful? Vineyard USA Missionary Care Team can help with some of this training
        1. Regular communication with the LTCCW
        2. Mentorship, coaching and country awareness
        3. Regular prayer
        4. Ability to provide peer debrief after crisis event and normal end of term review

- d. Evaluate the role of Vineyard Missions
    - i. Would a Missionary Care Team (MCT) be helpful? See [vineyardmissions.org](http://vineyardmissions.org) site for information about the MCT
  - e. Consider the support specialists offer
    - i. Who is willing to partner with you for ongoing or special needs of your LTCCW?
      1. Tax and financial planners who understand international finance
      2. Medical and mental health care professionals
      3. Prayer and Healing ministries (Healing for the Nations, etc)
      4. Logistics specialists (newsletter, finance, research, etc)
      5. Healing prayer teams
      6. Intercessory prayer covering
      7. Crisis response for missing person, hostage and natural disaster events
      8. Trauma debriefing
      9. Educational specialists
      10. Legal advisors
4. Additional Resources
- a. Read topical books, magazines, journals
    - i. *Serving As Senders: How to Care for Your Missionaries While They Are Preparing to Go, While They Are on the Field, When They Return Home* by Neal Pirolo
  - b. Search resources on the internet.
    - i. A short-term mission check list:  
[http://www.thetask.org/students/Apply/individual\\_checklist.htm](http://www.thetask.org/students/Apply/individual_checklist.htm)
  - c. See resources already developed for specific needs
    - i. A packing list for short-term work (Specific location will determine some items)  
<http://www.w3church.org/Missionary%20Checklist/MisListMain.html>

Our goal in presenting this material is to assist you in answering the questions that you must answer for yourself, in relationship with your church and partnership. We invite your suggestions and comments. To comment, recommend material or ask a question, click here [jerry.reddix@vineyardmissions.org](mailto:jerry.reddix@vineyardmissions.org).