

PEACE LEADER TRAINING

EQUIP SERVANT LEADERS



P·E·A·C·E

PEACE Leader Training Manual

Rev. 20191001

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Welcome



Hi friends!

I want to personally thank you for taking this PEACE Leader Training. I am thrilled that you are here and are considering implementing these key concepts in your church! It is my desire for your life and your church to be blessed by God as we work together to do the unimaginable.

Together, let's care about what God cares about most, which is his lost children being found, caring about "the least of these" and the growth of his church; growing warmer through fellowship, deeper in discipleship, wider through ministry, and extending all around the world through evangelism. That is what God wants.

At Saddleback Church, we focus our outreach efforts to do the five things that Jesus did during his ministry time on earth and that we call The PEACE Plan. It is our desire to not only do what Jesus did but also to focus on empowering churches around the globe to do the same.

Get ready for God to use ordinary people in your church in extraordinary ways! I am so glad that you are here on the very front end of this exciting and world-changing adventure.

Rick Warren

Pastor Rick Warren

PEACE Leader Training Sessions



Foundation

There is a foundation for healthy church missions. We will consider some key principles and consider what effective missions work looks like.



Mobilization

It's time to think beyond getting just a few people from your church involved in mission work. Let's get one hundred percent mobilization of all your church members. We will share some ideas and concepts that are turning spectators into participators.



Transformation

We will consider some practical models for local outreach to the communities around your church. This will include a framework for the whole local plan.



Expansion

We will look at expanding geographically, cross-culturally, and to the "ends of the earth" globally. We will discuss the strategies that empower ordinary people to rise up in the face of giant obstacles, and make a world of difference.

PEACE *Toolkit*

Preparation

The pathway forward as a result of this training starts with equipping your PEACE Leader who will implement The PEACE Plan in your church. PEACE Works led by members requires very intentional training. The power of members equipping members will be discussed, ranging from on-the-job and just-in-time training, to supplemental training.

Transition

As we step into our communities, we face new realities. The world is rapidly changing and so must our church as it lovingly responds to those in need — those that Jesus died for. We will discuss how to effectively bring change into your local and global outreach without alienating or marginalizing your members.

Workshops

Workshops are further explanations of PEACE principles. Each workshop will require the PEACE Leader to take time to discuss and plan the implementation of a particular PEACE concept.



Foundation

1. *Purpose Driven Church*
2. Class 401



Mobilization



Transformation

1. Identify the Needs: Road to Transformation
2. Indigenous Solutions: Local Ownership
3. Indigenous Solutions: Ideas Have Consequences
4. Indigenous Solutions: The PEACE Values
5. Implement Wholistically: The Great Commission and The Great Commandments
6. Introducing Outside Resources
7. Three Levels of Development
8. Outcome Measurements



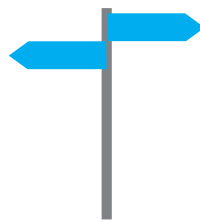
Expansion

1. The Pathway of Development
2. Developing a Region and Country Strategy

PEACE Training Pathway for Churches

Pastors and Church Leaders

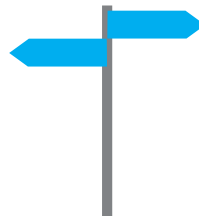
Introduction to The PEACE Plan



- Determine if church will proceed with PEACE Implementation
- Identify potential PEACE Leaders

PEACE Leaders

PEACE Leader Training Steps 1-4 PEACE Workshops



- Equip to implement Member Mobilization
- Initial PEACE Pilot, Local PEACE, Global PEACE (church to churches)

Introduction

In this session you will:

- Review the purposes of a biblical church.
- Understand the mission of God.
- Learn the giants and solutions of The PEACE Plan.
- Discover the role of local church members in God's mission for the world.

A Biblical Church

The Great Commandments and The Great Commission

The Great Commandments

*Jesus replied: “Love the Lord your God **[worship]** with all your heart and with all your soul and with all your mind.’ This is the first and greatest commandment. And the second is like it: ‘Love your neighbor **[serving]** as yourself.’”*

Matthew 22:37–39 (NIV)

The Great Commission

*Jesus came to them and said, “All authority in heaven and on earth has been given to me. Therefore go and make disciples **[evangelism/mission]** of all nations, baptizing them **[fellowship]** in the name of the Father and of the Son and of the Holy Spirit, and teaching them **[discipleship]** to obey everything I have commanded you. And surely I am with you always, to the very end of the age.”*

Matthew 28:18–20 (NIV)

The Mission of God

1. The Worship of God, Everywhere

That God would be worshiped among all peoples.

After these things I looked, and behold, a great multitude, which no one could count, from every nation and all tribes and peoples and tongues, standing before the throne and before the Lamb, clothed in white robes, and palm branches were in their hands; and they cry out with a loud voice, saying, "Salvation to our God who sits on the throne, and to the Lamb." And all the angels were standing around the throne and around the elders and the four living creatures; and they fell on their faces before the throne and worshiped God.

Revelation 7:9–11 (NASB)

Missions exists because worship doesn't. Worship is ultimate, not missions, because God is ultimate, not man. When this age is over, and the countless millions of the redeemed fall on their faces before the throne of God, missions will be no more. It is a temporary necessity. But worship abides forever.

Let the Nations Be Glad!
John Piper, page 17.

2. The Mercy of God, Everywhere

That the lost might be found.

"For the Son of Man came to seek and to save the lost."

Luke 19:10 (NIV)

I think we should agree with the statement of the Lausanne Covenant that “in the church’s mission of sacrificial service, evangelism is primary” (para. 6, *The Church and Evangelism*).

Christians should feel an acute pain of conscience and compassion when human beings are oppressed or neglected in any way, whether what is being denied them is civil liberty, racial respect, education, medicine, employment, or adequate food, clothing and shelter.

Anything which undermines human dignity should be an offence to us. But is anything so destructive of human dignity as alienation from God through ignorance or rejection of the gospel?

“Authentic Christianity,” *Christian Mission in the Modern World*, Dr. John R. W. Stott (London: Falcon, 1975), p. 35.

That the least of these might find help from God’s people.

Religion that God our Father accepts as pure and faultless is this: to look after orphans and widows in their distress.

James 1:27 (NIV)

“For I was hungry and you gave me something to eat, I was thirsty and you gave me something to drink, I was a stranger and you invited me in, I needed clothes and you clothed me, I was sick and you looked after me, I was in prison and you came to visit me.”

“Then the righteous will answer him, ‘Lord, when did we see you hungry and feed you, or thirsty and give you something to drink? When did we see you a stranger and invite you in, or needing clothes and clothe you? When did we see you sick or in prison and go to visit you?’

“The King will reply, ‘Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me.’”

Matthew 25:35–40 (NIV)

Defend the cause of the weak and fatherless; maintain the rights of the poor and oppressed. Rescue the weak and needy; deliver them from the hand of the wicked.

Psalm 82:3-4 (NIV)

The mission of God — Given to the local church globally.

The PEACE Plan Vision

What are the global giants in the world? What are the problems that affect billions of people, not just millions?

- Spiritual emptiness
- Self-centered leadership
- Poverty
- Disease
- Illiteracy

There aren't enough doctors to solve all the issues in the world, there aren't enough teachers to solve all the issues in the world, and there aren't enough missionaries to solve all the issues in the world. But there is an army of believers sitting in churches waiting to be mobilized.

What are the antidotes to these five global giants?

- Plant Churches That Promote Reconciliation
- Equip Servant Leaders
- Assist the Poor
- Care for the Sick
- Educate the Next Generation

PEACE is a grassroots church-to-church strategy. Your church does PEACE in your own community, then your church connects with a church in another country and they do PEACE locally in their own community. Every church is a sending and receiving church. It's a lay movement, designed to mobilize ordinary church members to do normal tasks that can make a difference in the world.

The greatest need in the 21st century is to release the pent-up, latent power of the average believer in local churches around the world.

If we can figure out a way to — Turn an audience into an army • Turn consumers into contributors • Turn spectators into participators — it will change the world!

It's time to stop debating and start doing. It's time for the church to be known for love, not for legalism, for what we're for, not for what we're against. It's time for the church to be the church.



*Ordinary people,
empowered by God,
making a difference, together,
wherever they are.*



Helping churches get every member in every church mobilized and fruitful in doing what Jesus did and taught.

Luke 4:18–19 was the mission given to Jesus.

“The Spirit of the Lord is on me, because he has anointed me to preach good news to the poor. He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind, to release the oppressed, to proclaim the year of the Lord’s favor.”

Luke 4:18–19 (NIV)

In John 17:18, Jesus was praying to the Father when he said,

“As you sent me into the world, I have sent them into the world.”

John 17:18 (NIV)

His mission has been passed on to every one of his disciples.

Discussion Questions

1. What do the global giants look like in your community?
2. Review Luke 4:18–19. Who are the poor, the prisoners, the blind, and the oppressed?
3. What is God's solution to these global giants?

What Did Jesus Do and Teach?

P

lanted Churches that Promoted Reconciliation —

Brought spiritually lost people to God.

Matthew 9:36–38; 10:7–10; 16:13–19; 28:20; Mark 1:14; 3:13–19

E

quipped Servant Leaders —

Taught leaders to become servants.

Mark 3:13–19; 4:33–34; Luke 10:1–11; 14:1–11; John 13:3–5

A

ssisted the Poor —

Helped those who were poor.

Matthew 6:2–4; Mark 6:32–44; Luke 11:41; 12:33; 18:22

C

ared for the Sick —

Cared for those who were sick.

Matthew 4:23–24; 8:1–3, 7–10; 9:1–2, 6–7; Mark 3:1–5, 9–11; 6:53–56; Luke 7:11–17; 13:10–14; John 4:46–47, 49–54; 5:2–9

E

ducated the Next Generation —

Educated the children.

Mark 9:36–37, 42; 10:13–16; Luke 10:21



Foundation

In this session you will:

- Learn how a healthy church is the foundation of healthy mission.
- Understand how a healthy church has an intentional disciple-making process.
- Discover that the outcome of a healthy church is every member on-mission.
- See how Acts 1:8 is applied in personal, local, and global PEACE.

 **1 FOUNDATION**

 **2 MOBILIZATION**

 **3 TRANSFORMATION**

 **4 EXPANSION**

The Foundation of The PEACE Plan

The foundation of God's mission in the world is the local church — his people living out God's purposes for their lives. Jesus came and fulfilled his mission by providing a way for anyone to come to the Father through his sacrificial death and resurrection, thereby establishing his church. In John 17:18, Jesus was praying to the Father when he said, "As you sent me into the world, I have sent them into the world" (NIV). His mission has been passed on to every one of his disciples.



*Healthy mission flows
from a healthy local church!*



Becoming a Healthy Local Church

Balance all five biblical purposes in your church.

- Jesus' ministry modeled these five purposes. John 15:1–26
- The first church fulfilled these five purposes. Acts 2:41–47
- Paul explained these five purposes. Ephesians 4:11–16

The Great Commandments

Jesus replied: “Love the Lord your God (worship) with all your heart and with all your soul and with all your mind.’ This is the first and greatest commandment. And the second is like it: ‘Love your neighbor (serving) as yourself.’”

Matthew 22:37–39 (NIV)

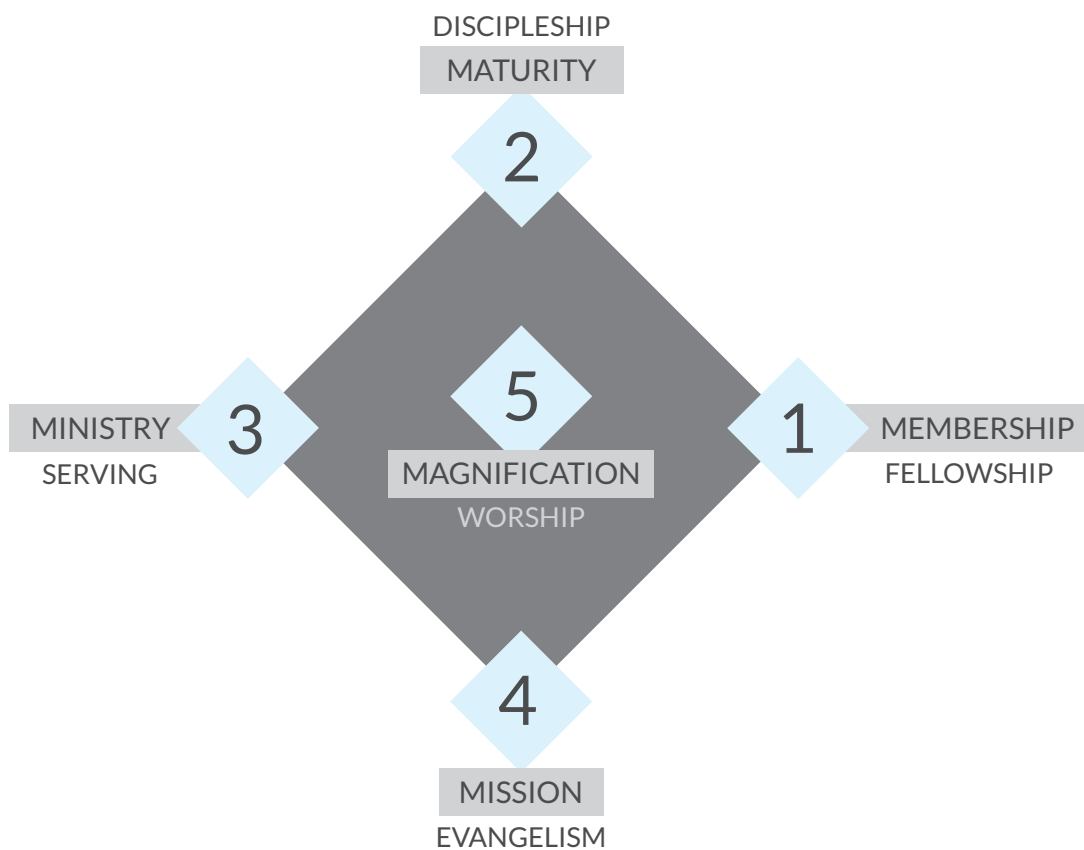
The Great Commission

Jesus came to them and said, “All authority in heaven and on earth has been given to me. Therefore go and make disciples (mission) of all nations, baptizing them (fellowship) in the name of the Father and of the Son and of the Holy Spirit, and teaching them (discipleship) to obey everything I have commanded you. And surely I am with you always, to the very end of the age.”

Matthew 28:18–20 (NIV)

The biblical purposes for a local church and every disciple of Christ are:

- Worship
- Fellowship
- Discipleship
- Serving
- Evangelism



An intentional disciple-making process is the balancing of all five biblical purposes in your church.



The Vision of PEACE

To help get every member on-mission doing what Jesus did and taught.

Every church is called into mission, and mission is needed among all peoples.

“But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.”

Acts 1:8 (NIV)

Every Church Is a Sending Church

The Great Commandments and The Great Commission were given to every believer in every church in every country of the world.

“Jerusalem” – Personally

- A lifestyle among family, neighbors, co-workers, classmates, etc.

“Judea and Samaria” – Locally

- Local community and among peoples of a different culture locally

“Ends of the earth” – Globally

- To people groups with no church or church-planting initiatives

A Pathway for Church Members to Get Started in PEACE

Get Ready

1. Get in — Know God personally, belong/join the church/get baptized, and take Class 101.
2. Get healthy — Join a small group and take Class 201.
3. Get strong — Serve in the church, take Class 301, and find your SHAPE (Spiritual gifts, Heart passions, Abilities, Personality, and Experiences).

Get Started

Personal PEACE: Take Class 401 and start living a lifestyle of caring for others.

1. Start with family, friends, neighbors, co-workers, or classmates.
2. Include everyday encounters.
3. Initiate acts of kindness.
4. Serve in the PEACE Center.
5. Get together.

On-mission Together

1. Match your PEACE SHAPE with a PEACE Work.
2. Discover your PEACE SHAPE through crawl steps — try various PEACE Works.
3. Connect with others having your PEACE SHAPE.

Get Going

Local PEACE: Through your church

1. Pray
2. Person(s) of peace identified
3. PEACE Works are done in teams and in PEACE Areas (e.g., neighborhoods) or Affinity Groups (e.g., Orphans)

Global PEACE: Church to churches

1. Pray
2. Person(s) of peace identified
3. Partner church(es) selected
4. PEACE Works are done by teams in PEACE Areas or Affinity Groups

Discussion Questions

1. How can you emphasize the “mission” purpose through the disciple-making process in your church?
2. How can you start communicating “Every Member On-mission” in your church?
3. How are you going to start assessing your community?

Action Points

STEP 1 – FOUNDATION

HEALTHY CHURCH

- Purpose Driven Essentials
- Class 401

PEACE PLAN VISION CASTING

- “It Is Time” Video
- PEACE Promo Handout
- Sermon Samples
- Response Card

COMMUNITY PREPARATION

- Prayer
- Relationship Building In the Community
(See Workshop-Identify the Needs, pg. 88-91)
- Community Assessment

TRANSITION CHURCH TO PEACE

- Transition (See Toolkit-Transiting on pg 81-84)
 - PEACE Leader Description
-



Mobilization

In this session you will:

- Examine principles to help every member to live on-mission
- Learn the mobilization process and challenges of a successful mission program
- Discover methods and tools to overcome challenges (understanding the change process)

 **1 FOUNDATION**

 **2 MOBILIZATION**

 **3 TRANSFORMATION**

 **4 EXPANSION**

Mobilization Principles

Goal: To cast a vision for 100% church mobilization into missions **and** to develop tools and methods to overcome the obstacles that get in the way of 100% mobilization!

1. Ask the Lord of the harvest for more workers. Create a PEACE Prayer team.

Then he [Jesus] said to his disciples, "The harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field."

Matthew 9:37–38 (NIV)

2. Accept your church members and attenders where they are at.
 - Know and define your audience.
 - Change everything that doesn't connect with your audience.
3. Direct where you want to take your church members and attenders.
 - What do you want your mission program to look like?
 - Clarify your vision, develop your strategy, identify your action steps.
 - Paint a new picture: Help them accomplish their goals.
 - Take mission into every area of the church (e.g., youth, men, women, singles, etc.).
4. Infect your church members and attenders with a new vision.
 - How do you move your church members and attenders into a new vision?
 - In order to take your church members and attendees with you on this new, exciting journey, bring in the fun factor.

5. Connect all of your activities and promotions together for your church members and attenders.

- Build communities around places and passions that are led by members.
- Meet monthly to build community (food, fellowship, and fun), celebrate (tell the field stories of how God is at work), and commission those going into the field. Pray for lasting fruit!
- Conduct annual events for each place and passion. Let the community for that passion or place lead. Attract members that may be interested and provide a crawl step for anyone to get started.

Mobilization Strategy

Goal: To change the culture of your church by communicating the value of involvement in life-changing local and global activities.

Methods to Get Every Member Mobilized for Missions

1. Create an intentional process for involvement.
2. Understand the change process that people need to move through (from **apathetic** to **advocate**).
3. Use crawl steps to help your members find their mission passion.
4. Look for waves.
5. Build on the power of the personal story.
6. Access the power of a church-wide program (e.g., campaigns).

Mobilization Process



*The “Follow Me” Process of Jesus
Intentional Next Steps*



Come and See — A crawl step

Philip said to him [Nathanael], “Come and see.”

John 1:46b (ESV)

Come and Walk — A walk step

The next day Jesus decided to leave for Galilee. Finding Philip, he said to him, “Follow me.”

John 1:43 (NIV)

Come and Die — A run step (a sacrificial/leadership step)

Then Jesus said to his disciples, “Whoever wants to be my disciple must deny themselves and take up their cross and follow me.”

Matthew 16:24 (NIV)



1. Understand the change process that people need to move through.
 - From **apathy** to **awareness** — Crawl steps (until a passion is discovered)
 - From **awareness** to **awakening** — Walk step
 - From **awakening** to **activation** — Ongoing Walk step (SHAPE)
 - From **activation** to **advocate** — Run step (leadership)
2. Create opportunities of involvement (Crawl, Walk, Run).
 - Crawl = Zero preparation time — One to four hours execution time (local or on-campus)
 - Walk = Zero to four hours preparation time — Four hours to one day execution time (local or nearby)
 - Run = Four hours or more preparation time — One day or more execution time (local or global)

For we are God's handiwork, created in Christ Jesus to do good works, which God prepared in advance for us to do.

Ephesians 2:10

SHAPE-Based Mission Mobilization

Teach on SHAPE (Spiritual gifts, Heart passions, Abilities, Personality, and Experiences). Ask your members to identify their gifts, passions, abilities, and experiences and then help them find the place in PEACE to serve, locally, and/or globally. Unleash the gifts/abilities in your church and see where God leads. Help people find their way locally and help them to use their PEACE SHAPE globally.

Regardless of a mission passion, evangelism will always be included in the outreach effort.

Start with PEACE SHAPE discovery. It has an infinite number of possibilities. It is the church unleashed.

SHAPE**S****piritual gifts**

Mercy, evangelism, hospitality, administration, and teaching

H**heart**

Passion for orphans and widows, the lost, poor, oppressed, hungry, homeless, and sick

A**ilities**

Talents, professions, skill sets (e.g., teaching, building, sports, music, cooking)

P**ersonality**

People gatherer, discipler/mentor, pioneer, one-on-one caring

E**xperiences**

Education, work, hurts/habits/hang-ups (God never wastes a hurt)

PEACE Works Examples

Mobilization by Interest, Cause, Passion

- Church Health (*Purpose Driven Essentials*)
- HIV&AIDS*
- Orphans and Vulnerable Children
- Evangelism, and Church Planting Among the Unreached
- Justice and Trafficking
- Persecuted Church
- Poverty and Economic Development
- Healthcare
- Clean Water
- Education (Literacy, Preschools, and English as a Foreign Language)

Some Members Have a Passion for a Place

- Local neighborhoods, communities, cities
- Countries or people groups

Create a PEACE Work for Each Passion

- Establish a leadership team (at least two or three).
- Build a core of active team members.
- Grow a community that meets regularly (two hours/month encourages commitment) for prayer, inspiration, interaction, direction, mobilization, evaluation.

Discussion Questions

1. How are you going to build a prayer team?

Note: Review the principles of mobilizing in your church, starting with the funnel.

2. What will this look like in your setting to do Crawl, Walk, Run steps, taking people from being apathetic to advocates?
3. What are the most important mobilization principles you need to emphasize at your church or with other churches learning to mobilize their members?

Action Points

Pilot Phase – Mobilizing Members

PRAY

- Build a Prayer Team

PLAN

- Plan the Pilot Phase
- Find Person(s) of PEACE
- Determine Location.

SELECT

- Select PEACE Works to Pilot – (Crawl Steps)

CAST VISION

- Cast Vision to the Whole Church
- Ask for “Test Pilots”
- Not for Everyone at First

CREATE

- Create Crawl Steps for People to Easily Get Started.

DEVELOP

- Develop PEACE Skills
-

Churchwide Phase — Mobilizing Members

PRAY

- Build a Prayer Team
-

PLAN

- Plan the Pilot Phase
 - Find Person(s) of PEACE
 - Determine Location
-

RECAST VISION CHURCHWIDE

- Member Mobilization Churchwide;
PEACE Campaign
 - By Passions (PEACE Works)
 - By Places (geography)
-

CREATE

- Create Crawl Steps for People to Easily Get Started
-

EXPAND

- Expand Leadership Base
 - PEACE Leader Description
 - Expand Leadership Base
 - PEACE Action Planner
-



Transformation

In this session you will:

- Understand the principles that guide the implementation of mission locally.
- Learn a pathway for effective transformation — how to achieve lasting fruitfulness.
- Establish a framework for to achieve lasting fruitfulness.



FOUNDATION



MOBILIZATION



TRANSFORMATION



EXPANSION

Principles of Transformation in a Local Community

Goal: Transformation. Transforming lives, families, and communities.

The Lord appointed seventy-two others and sent them two by two ahead of him to every town and place where he was about to go. He told them . . . “Go! I am sending you out like lambs among wolves. Do not take a purse or bag or sandals . . . When you enter a house, first say, ‘Peace to this house.’ If someone who promotes peace is there, your peace will rest on them; if not, it will return to you. Stay there.”

Luke 10:1–7a (NIV)



*The Jesus Model:
His instructions to ordinary followers
in Luke 10 (20 principles).*



1. Local Church-Initiated: The Core Value — Ordinary People, Local Church Members

- The largest pool of volunteer workers ready to serve.
- The most extensive distribution channel ready for activation.
- The illuminating expression of Christ’s love, hope, and forgiveness.

PEACE is church-led with the goal of having “every member on-mission.” It is a movement of ordinary people, not “superstar Christians.”

2. Member-Led

- PEACE is mobilizing local church members everywhere to address the world’s **five** giant problems.
- It is pastor/staff-directed and member-led.

3. Local, Local, Local

- PEACE starts locally. It is locally led, locally owned, and locally implemented.

4. Sustainable and Reproducible

- PEACE focuses on outcomes (sustainable results) over just outputs so that enduring life transformation is attained. Everything is done to build consistent reproducibility so that more and more people can benefit from PEACE.

“By this is my Father glorified, that you bear much fruit, and so prove to be my disciples.”

John 15:8 (ESV)

Local outreach is built on reproducible and sustainable activities.

Fruitfulness = sustainability and reproducibility.

5. Wholistic

- Each letter of PEACE is distinct and stands alone, but works wholistically in the context of the local church. The local church cares about the whole person (spiritually, physically, emotionally, relationally, and financially), their whole family, and for their whole lifetime.

Entering a Local Community



*Transforming lives
in the community through
the local church*



1. Intentionally Engage the Church

- The local church is the beginning, middle, and end of every PEACE Work
- Ensure that it is **local church-initiated, and local church-led**
- Facilitate the process to ensure that churches work together

2. Identify the Needs

- Local assets already in the community
- Local ownership through local leaders
- Local knowledge of real challenges
- Local understanding of possible indigenous solutions

3. Indigenous Solutions Are Encouraged

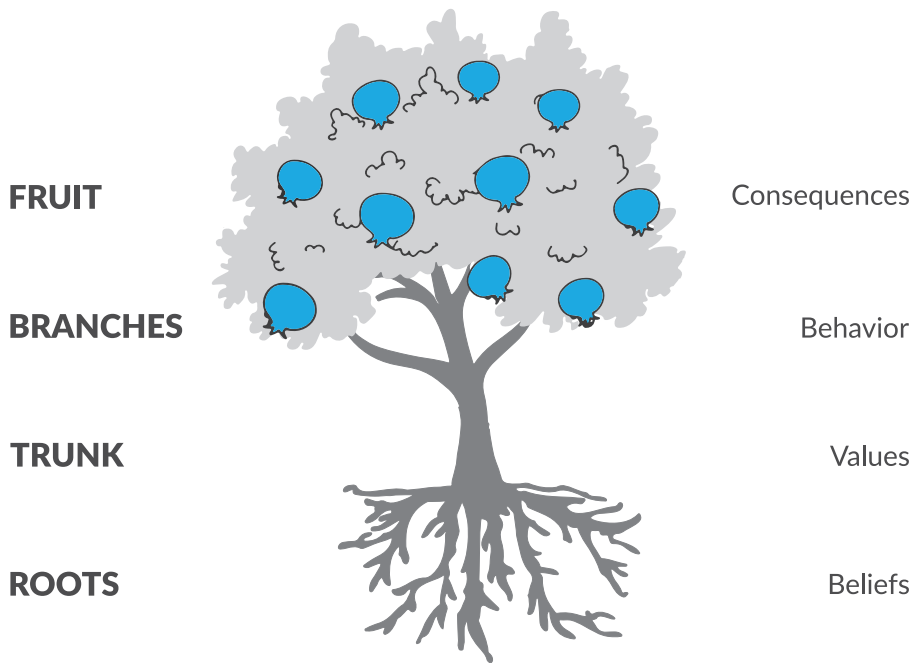
- Local ideas using local resources
- The resources are in the harvest
 - As you raise up indigenous leadership, they will often find their own resources
 - As God guides them, he will provide for them

When determining indigenous solutions, remember that *“ideas have consequences.”*

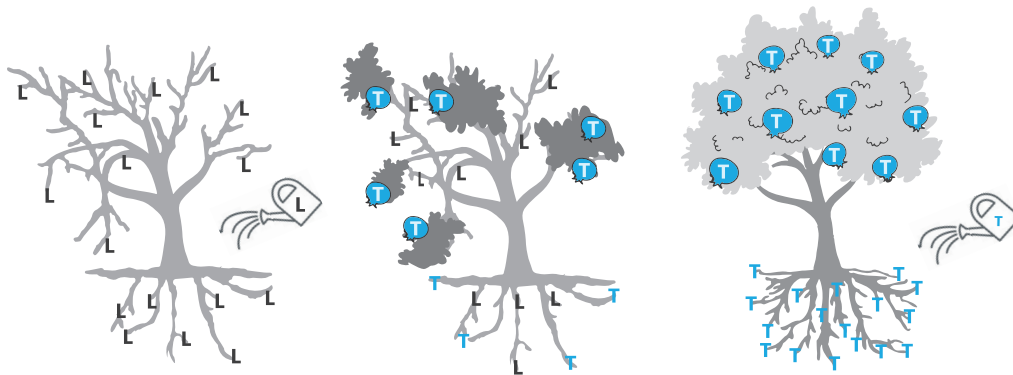
Address the root causes and a greater, lasting impact will be seen in people’s lives.

Addressing Root Causes

A Biblical Worldview Empowers People



Growing Healthy Cultures



L Lies a Culture Believes to be True

T Truth the Culture Embraces Principles for the Development Ethic

Fruit | Consequences — Poverty, Illiteracy, Sickness, Darkness

Branches | Behavior — Some should not have equal access to resources.

Trunk | Values — Some should be valued as less important.

Roots | Beliefs — Some people are of less value than others.

4. Implement Wholistically

- Matthew 28:19-20, Matthew 25:35-36
- The Great Commission AND The Great Commandments
- Wholistic care:
 - Caring for the whole person (spiritually, physically, emotionally, relationally), their whole family, and for their whole lifetime
- Resolving the tension of:
 - Physical, Emotional, Relational vs. Spiritual
 - Temporal vs. Eternal

5. Introduce Resources Strategically

- Interdependent not codependent
- Doing it for them vs. training them how (don't do anything they can do for themselves)
- The “how” and “when” of external resources
- Relief and Development

Measuring PEACE Outcomes

Outcomes vs. Outputs

Outputs: Outputs are activities that help provide care for a person in need. These are biblical and we are responsible as individuals to participate in caring for those without food, water and clothes as well as the incarcerated, orphans, widows and refugees. (See Matthew 25:35–40 and James 1:27).

But is this the best that we can do as a local church? When a church is providing this kind of life-giving care there is an opportunity to develop relationships with each person and determine the root causes of their issues. Then prayerfully and strategically consider how these output activities can be turned into outcome efforts leading to more permanent and wholistic solutions (e.g., feeding the hungry, leading people to rise out of poverty).

Outputs are usually measured as the number of people served or resources provided.

Outcomes: Outcomes are strategically designed to provide lasting and wholistic solutions. It is Biblical to help meet any need that an individual might be faced with. As a local church, there is an additional responsibility to be as “fruitful” as possible, bearing fruit that remains.

Outcomes are usually measured as an “increase” or “decrease” related to a goal, so setting specific goals is important. Usually a defined community is necessary to accurately assess the outcome. For example, in Community ABC:

- Increase in orphans being placed in permanent families who are in local churches
- Decrease in the incidence of HIV&AIDS

You can even set “zero” goals. These are goals to eliminate problems in a community. For example, in Community XYZ:

- Zero people groups without a multiplying church

You can even set “zero” goals. These are goals to eliminate problems in a community. For example, in Community XYZ:

- Zero people groups without a multiplying church

PEACE Works: Helping Members to Step into Local PEACE

1. The mobilization process helps members take their crawl steps to identify their passion(s) for doing PEACE Works in the community.
2. Members with similar passions form PEACE Teams and larger PEACE Communities, so they can take their walk steps and serve together around common PEACE Works.
3. As PEACE Teams are doing PEACE Works in their local community, those who are capable and have the capacity will rise up and take a run step and help lead.

P

Evangelicalistic Outreach
Justice and Trafficking
Church Planting (Unengaged, Unreached
People Groups – UUPGs)

E

PD Church Training
PEACE Church Training
PD Ministries
• Celebrate Recovery • Worship • Children • Youth
• Small Groups • Men's and Women's Ministry

A

Orphan Care
Assisting the Poor and Hungry
Other Areas of Need

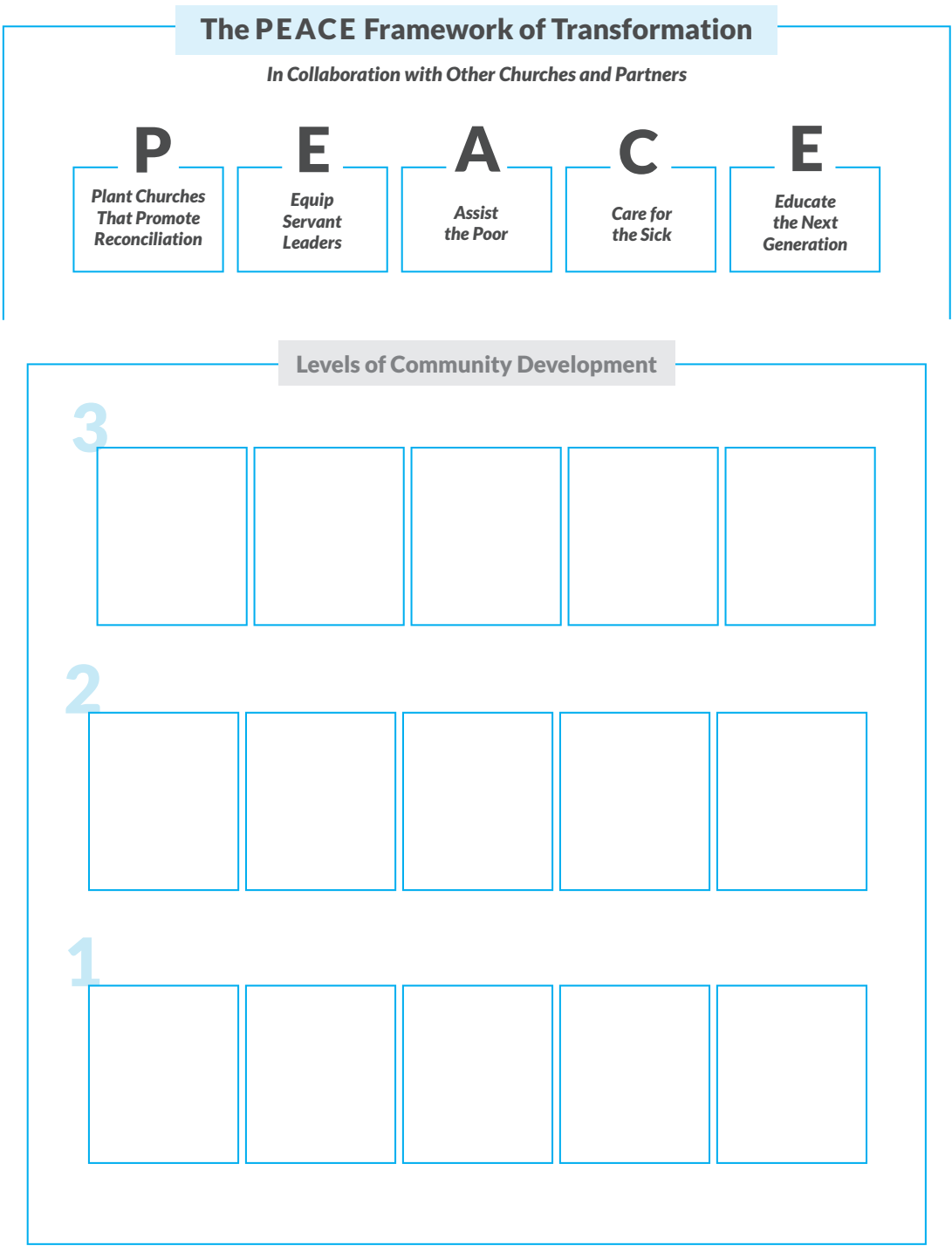
C

HIV/AIDS
Healthcare
Clean Water

E

English as a Foreign Language
Literacy and Preschools
Other Areas of Need

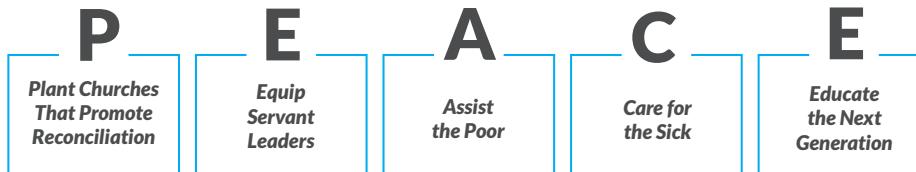
Sustainability at the secondary and tertiary levels require collaboration with government agencies, non-governmental organizations (NGOs), or other organizations and companies that are committed to providing the funding for these services long-term.



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The PEACE Framework of Transformation

In Collaboration with Other Churches and Partners



Levels of Community Development

3

Tertiary Level

Churches can collaborate with government and business. Some expertise required as well as outside resources to initiate.

Seminary-train pastors, and construct church buildings	Create seminaries, universities, and Bible schools	Create medium and large businesses and cooperatives	Create hospitals, train doctors and surgeons (full service)	Universities equipping professionals
--	--	---	---	--------------------------------------

2

Secondary Level

Churches can collaborate with government and business. Some expertise required as well as outside resources to initiate.

Church plants with bivocational pastors and without buildings	Professional speakers and create Bible Institutes	Create micro-enterprises, create small businesses. (M.E.D. MFI's)	Create health clinics and train professional workers	Teach high school and vocational training (specialized)
---	---	---	--	---

1

Primary Level

Churches can do this. The simplest and most reproducible methods, requiring no outside resources. Easily taught by and to virtually anyone. This is where churches are able to mobilize the greatest number of its members. Benefits the community.

Create house cells and small groups that can easily multiply	Teach <i>Purpose Driven Life, Purpose Driven Church</i> . Hold seminars and conferences	Create self-help groups (with no outside income). Be advocates	Teach preventative and primary healthcare	Teach elementary skills (reading, writing, basic math) and literacy training
--	---	--	---	--

Challenge: Break into groups and re-create The *PEACE Framework of Transformation* from memory as best as you can. Make sure to focus on the “Levels of Development.”

The PEACE Framework of Transformation				
In Collaboration with Other Churches and Partners				
P	E	A	C	E
Plant Churches That Promote Reconciliation	Equip Servant Leaders	Assist the Poor	Care for the Sick	Educate the Next Generation

Levels of Community Development				
3				
2				
1				

PEACE Center Services — Food, spiritual care, counseling, legal aid, healthcare, and English as a second language. (This can be a hub for Level 1 development.)

PEACE Relief (Level 4) — Immediate resource-intensive responses.

Discussion Questions

1. What are the principles Jesus taught in Luke 10 that we should follow today?
2. What are some PEACE Skills your members need to further the development of The PEACE Plan in your community?
3. Choose one PEACE Skill and discuss what primary level development looks like, then describe what secondary and tertiary development looks like for that PEACE Skills.
4. What makes a work sustainable, reproducible, and wholistic?
5. How do you turn PEACE outputs into outcomes?

Action Points

EVALUATE PEACE PILOT

- Transformation
 - Entering a local community
 - Assessing your community
 - Info-gathering
-

BROADEN PRAYER TEAM

EXPAND COMMUNITY ENGAGEMENT

- Identify the Needs: Road to Transformation
 - Indigenous Solutions: Local Ownership
 - Indigenous Solutions: Ideas Have Consequences
 - Indigenous Solutions: PEACE Values
 - Implement Wholistically: The Great Commission and The Great Commandments
 - Introducing Outside Resources
 - Three Levels of Development
 - PEACE Works
 - Levels of Development
 - Outcome Measurements
-

TRAINING AND RESOURCES *Volunteer leaders and participants*

EMPHASIZE SIGNATURE ISSUES



Expansion

In this session you will:

- Understand the scope of cross-cultural and global missions.
- Understand the principles that guide the implementation of effective cross-cultural and global missions.
- Understand the pathway of development when crossing a culture.



FOUNDATION



MOBILIZATION



TRANSFORMATION



EXPANSION

Expansion Principles

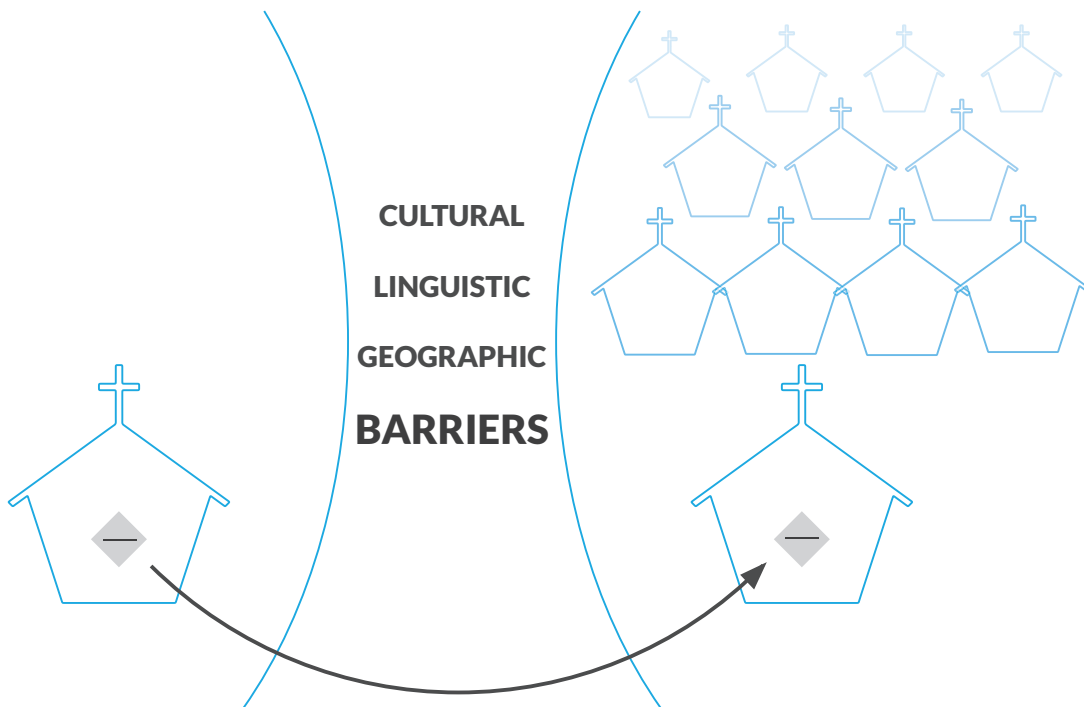
The Scope of Cross-Cultural and Global Missions

1. Barriers to Reproducing Local PEACE Exponentially

Geographic – Distance or geographic hindrances

Linguistic – Distinct languages

Cultural – Social and economic differences



2. Expanding Beyond Your Local Community or Culture

Equip and empower churches in those communities or cultures.

Work church -to- churches.

- Work with as many churches as possible in a new community to avoid causing jealousy and divisions.
- Let them “own” and “lead” all PEACE Work.
- If there is no church in that community or culture, plant a church!

Remember, all mission is local mission for the local church in that community.

3. Why Do Global missions?

“Every member is called to live on-mission.”

- The Great Commandments and The Great Commission were given to every believer. This includes every believer in every country. Don’t rob indigenous believers of this privilege when you go or send globally.

4. Where Should You Go Globally?

Choose strategic locations.

Prioritizing the P.L.A.C.E.S. to Go Globally

An Example of Criteria

P

astors and Missionary Partners — Build on existing relationships with local church leaders, missionaries, or national Christian workers that are like-minded.

L

east Evangelized Peoples — UUPGs (Unengaged, Unreached People Groups) where church planting is most needed . . . partner with a church in a nearby location and teach their members to reach these people cross-culturally.

A

reas Where God Is at Work — Helping to accelerate areas of measurable impact in locations with existing field relationships.

C

ountry or Regional Model — Developing reproducible models with churches that will take responsibility for teaching other churches in their area or network.

E

mergency Response — Disaster response . . . determined by your local church leadership on a case-by-case basis.

S

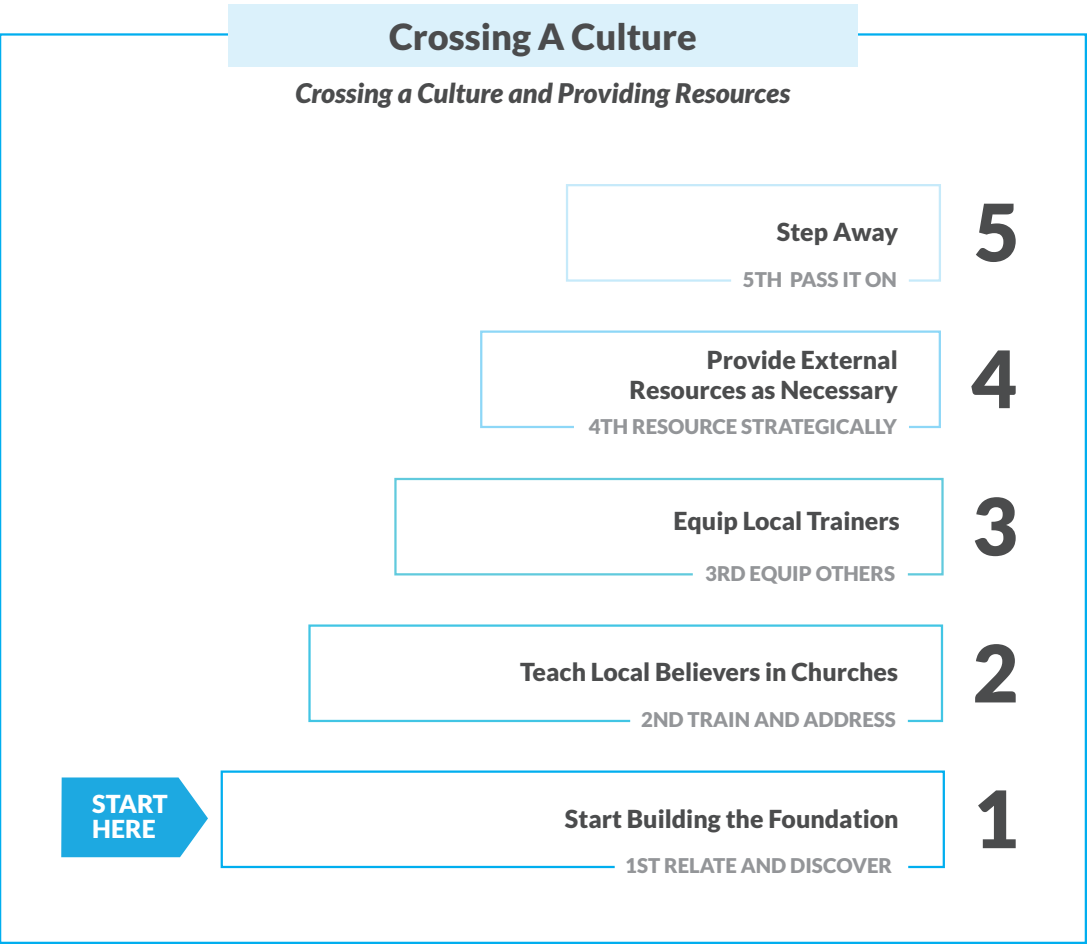
pecialist Trips — Specialists as requested by the field.

5. How Do We Do Global Missions?

Utilize sustainable and reproducible strategies. The resources are in the harvest.

Develop centralized and decentralized strategies (focus and freedom).

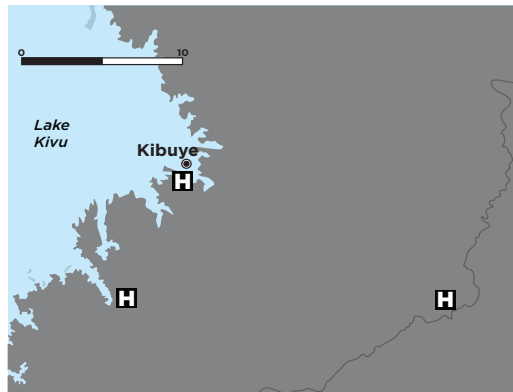
- **Centralized:** What your church leaders have decided to emphasize.
 - Initiatives the church leaders believe are critical to develop.
 - ▶ Signature issues (e.g., HIV&AIDS, Orphans)
 - ▶ Disproportionately resourced
 - Decentralized efforts that rise to the level of becoming a centralized emphasis.
- **Decentralized:** What God has laid on the hearts of your members that are not yet a churchwide emphasis.
 - The leader must attend all training and follow the same values and mission policies.
 - These efforts can use church accounts to develop funds.
 - These efforts cannot be promoted churchwide.



A Global Missions Case Study

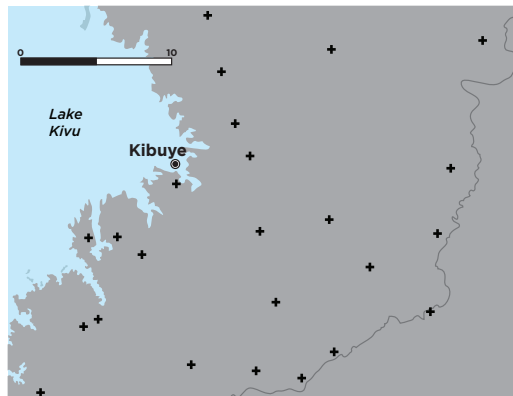


A team from a local church has a passion to travel to Rwanda and help with the problems of AIDS and poor healthcare. They have decided to focus on the Karongi District of Rwanda and the main city of Kibuye since this area has the greatest healthcare needs in the country. The country of Rwanda has a population of 12 million people and the Karongi District has 331,800 inhabitants.

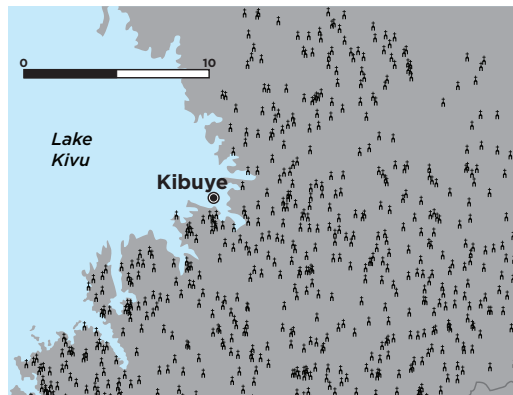


The Karongi District of Rwanda has three district hospitals. Two of the hospitals are run by churches and one is run by the government. The church-run hospitals receive help from the government, which pays the staff salaries as well as basic hospital supplies and medicines. For the average resident in this district, going to a hospital would be a three-day walk. Since the average annual income for a Rwandan is \$320, most people living here cannot afford a bicycle or pay for a bus ride.

(continued)



The Karongi District also has 26 health centers. Most of the centers have a trained healthcare worker but many do not. These centers struggle to provide even the most basic services and medicines. It takes the average person living in this area one entire day to walk to a health center in hope of finding help for their medical condition. In this area of Rwanda 70 to 80 percent of the illnesses seen in the district hospitals and health centers are preventable.



There is a church in virtually every community in the Karongi District of Rwanda. The church is there long-term, and knows the culture and situation in their own communities. And God has called every member in each of these churches to care about the sick, poor, helpless, and hopeless.

Training on how to implement a strategy of preventive and primary healthcare that could help eliminate 70 to 80 percent of the diseases that plague their families can be taught in just a few days. After learning how to become field practitioners, the most interested can be taught to train others.

(continued)

As an outsider coming into this area with a heart to help in the battle against AIDS and other healthcare issues, what would you do? How would you get started? Whom would you go to first?

- Review the “Crossing a Culture and Providing Resources.”
- Determine what the local church partners are already doing or capable of doing utilizing their own resources.
- Consider your own abilities, training, and resources.
- Take a longer-term view of how you can assist in this area beyond a short-term effort.
- Look at the situation holistically. For example, does the educational system appear similar to the healthcare system: a few universities, a few more primary and secondary schools? Can the churches help meet a basic literacy need in these communities?
- Who else is already working in this area (or is willing to work with you) that can help? Any non-government agencies (NGOs) or Christian organizations? Remember that if you collaborate with others, they need to be committed to a church-led approach.

6. Every Church Is Called into Mission, and Mission Is Needed Among All Peoples

Send to the whole world.

- Every church is a sending church.
- The Great Commandments and The Great Commission were given to every believer in every church in every country of the world.
- But not every people group has a church or even someone focused on planting a church among them.

“But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.”

Acts 1:8 (NIV)

“Jerusalem” – Personally

- A lifestyle among family, neighbors, co-workers, schoolmates, etc.

“Judea and Samaria” – Locally

- Local community and among peoples of a different culture locally

“Ends of the earth” – Globally

- To people groups with no church or church-planting initiatives

Jesus came to them and said, “All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations . . .” [gk: ethnos = peoples].

Matthew 28:18–19a (NIV)

12,000+ people groups worldwide.

6,000+ unreached people groups (UPGs — less than 2 percent evangelical).

2,800+ of these people groups are unengaged and unreached (UUPGs).

- There are currently no known churches or church-planting efforts among these people groups.
- These people groups can be engaged and reached by equipping churches near these people groups geographically, linguistically, and culturally.

Discussion Questions

1. Describe what a good global church partner looks like.
2. Discuss why it's best to work with a group of churches versus just one church when working outside of your community.
3. Review the Pathway for Crossing A Culture and Providing Resources (pg. 65) you will follow when working with churches outside of your community.

Action Points

Expanding Cross-Culturally and Globally

**CHOOSE
CHURCH PARTNERS**

**SELECT AND TRAIN
GLOBAL TRIP LEADERS**

**SELECT AND TRAIN
GLOBAL TRIP MEMBERS**

**SELECT
PARTNER CHURCHES**

**FOLLOW STEPS 1-4
OF THE PEACE PLAN**

**EQUIP PARTNER
CHURCH LEADERS**

Toolkit

PEACE Leader Toolkit



Preparing

TOOLKIT FOR EQUIPPING ORDINARY PEOPLE TO LIVE ON MISSION

In this session you will:

- Learn the PEACE Process for implementing PEACE in your church.
- Understand the PEACE Leader Training Process.
- Examine various methods used to equip ordinary people to live on mission.
- Learn a life transformation model and how your members can implement it.

Preparing PEACE Leaders and Members

The PEACE Process

1. PEACE Is a Process

- It is a mobilization process in your church
- It is a field-development process in the community

2. PEACE Is a Four-Step Process

- Foundation — Establish the Foundation
- Mobilization — Mobilize Your Members
- Transformation — Create Local Models
- Expansion — Expand Cross-Culturally and Globally

PEACE Leader Training

The PEACE Leader Leads PEACE In Their Church.

This can be a full-time, part-time, or volunteer position

1. The Senior Pastor and Church Leaders will need to attend “The Introduction to The PEACE Plan.”

- This is a necessary overview they need to understand
- This will help determine who should lead PEACE for your church. More than one person can be trained, but one leader needs to be identified

2. The PEACE Leader will attend The PEACE Leader Training.

- **Step 1 — Foundation**
 - Learning to establish the foundation in your church and community

- **Step 2 – Mobilization**
 - Learning to mobilize and lead PEACE
- **Step 3 – Transformation**
 - Learning to develop the field strategy in a local community
- **Step 4 – Expansion**
 - Learning to develop the field strategy cross-culturally and globally

Training The Members

Training Methods

Group Learning-Based Models – Classroom- or Conference-Style Learning Approach.

Pros: Facilitated interaction

Cons: Face to face all at one pace.

Individual Learning-Based Models

“How and when you want it” learning approach.

Pros: All online or books with your own timeline.

Cons: Difficult to check comprehension levels of students.

A Multi-Dimensional Training Model: A Flexible Model

Using a combination of individually paced learning with team-based interaction.

Using a story-based interaction between members that have gone with teams preparing to go.

The Global Trip Training Process Is Made Up of Three Key Components

1. Trip Leader Training
2. Trip Member Foundations Training
3. PEACE Skills Training

1. Trip Leader Training

Basic Leader Training – 8 hours (2 × 4 hour modules)

Successful Global Trips are executed by effective leaders. The goal of this training is to give all PEACE leaders the necessary tools and information that they need to be effective. All Trip Leaders and Team Leaders are required to complete this training 6 to 9 months before departing on their respective trips.

Basic Leader Training

2 x 4 hour Modules

Chapter 1: PREPARING TO GO

- 1.1 – Building Your Team
- 1.2 – Arranging Logistics
 - Trip Finances
 - Making Travel Arrangements
 - Trip Resources and Equipment
- 1.3 – Training the Team
- 1.4 – Your Trip Calendar

Chapter 2: DEVELOPING THE TRIP STRATEGY

- 2.1 – Key Elements of the Strategy
- 2.2 – The Vision and Values
- 2.3 – The Principles
- 2.4 – The Strategy Framework

Chapter 3: SERVING ON THE TRIP

- 3.1 – Diversion Proofing
- 3.2 – Developing a Ministry Schedule
- 3.3 – Conflict Resolution
- 3.4 – Health and Safety
- 3.5 – Conducting an In-Country
Orientation and Reflection Time

Chapter 4: CONTINUING AFTER THE TRIP

- 4.1 – Aftercare
- 4.2 – Closing the Trip
- 4.3 – Leader Covenant

Advanced Trip Leader Modules

TEAM DEVELOPMENT

- Spiritual Preparation/Conflict
- Developing Your Trip Funding
- Team Building
- Cross-Cultural Communication
- Telling Your Story; Reporting Back
- CPR/First Aid

FIELD DEVELOPMENT — PEACE TRANSFORMATION

- Engagement in a New Area
- Developing Partners/Coalition Building (Pastors/Orgs/Local Gov't)
- Establishing a Project
- Project Management
- Resource Development
- Measuring Impact
- Advanced Area Development

2. Trip Member Training

In this training you will learn the foundational elements that are necessary in order to have a safe and effective global trip. It is made up of five sessions that cover topics such as the values of PEACE, trip finances, how to serve in another culture, and what to do on your trip. The team leader schedules each session at a time that is best for the team. Your team should begin this training four to six months prior to departing for your trip.

Trip Member Training Sessions

*Prayer and Financial Team Development
Passports, Visa, Immunizations, etc.
(Conducted During Each Session)*

SESSION 1	• Spiritual Preparation
SESSION 2	• Team Dynamics
SESSION 3	• Crossing Cultures
SESSION 4	• Field Principles and Strategy
SESSION 5	• Health, Security, and Safety

PEACE Skills Training: Specific to Your Field Strategy

This training consists of four-hour modules for teams to choose from, such as: HIV/AIDS, Clean Water, Orphan Care, Literacy, etc. These modules will equip PEACE teams to empower local churches to own and address specific issues within their church and community. The emphasis is on providing participants with practical tools that can be used in the field.

The trip leader will establish the purpose of the trip, which will determine what skills module(s) should be completed. There are advanced modules available for returning trips. Skills training should be completed one or two months before leaving for your trip.

Transitioning

TOOLKIT FOR UNDERSTANDING THE CHANGE PROCESS



In this session you will:

- Understand the change process for transitioning your mission effort.
- Develop a plan going forward from this workshop.

Managing Change

How to transition from what you are currently doing to effective local and global missions (adapted from Dan Southerland's book *Transitioning*).

Prepare for and define the new vision.

- Lesson: Rushed preparation always results in sloppy vision.
- Lesson: The more specific the vision, the more dynamic the results.

Share the new vision.

- Lesson: Vision must be taught and caught — so share it and show it in multiple ways.

Implement gradual changes and deal with opposition.

- Lesson: Build on your strengths, not your weaknesses.
- Lesson: Don't take criticism personally.

Evaluate results and make adjustments.

- Lesson: Remind people why we are changing.
- Lesson: Affirm and appreciate people for the changes they do make.
- Lesson: Give God all the credit for what has taken place.

Transition Principles

1. Choose growth over control as a leader.

2. What should not change?

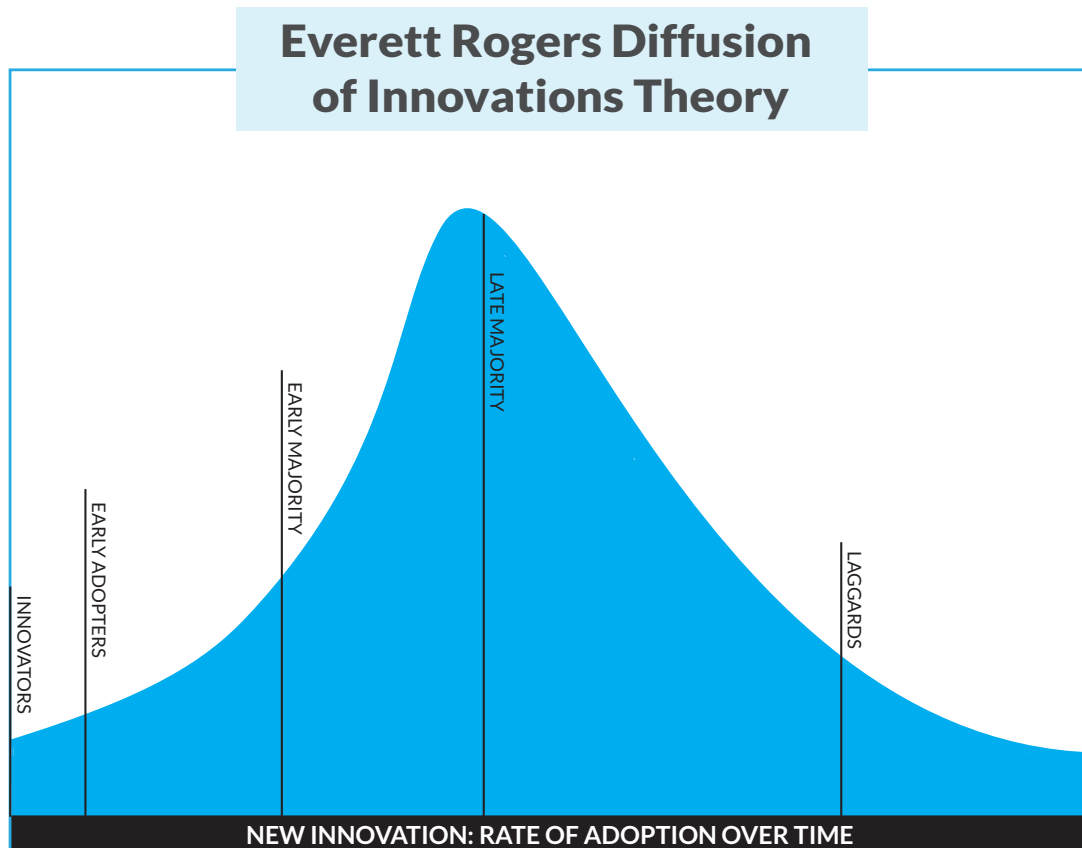
- The vision, the strategy, the team (after it is built).

3. What can change?

- Everything else on the way to achieving the goal.
- Change the structure, change the activity.

4. Working with the bell curve.

- People adapt to change at different rates (early adopters, late adopters, and laggards).
- Determine which group to target and how to focus your time.



For any given product category, there are five categories of product adopters:

- **Innovators** — 2.5% venturesome, educated, multiple information sources.
- **Early Adopters** — 13.5% social leaders, popular, educated.
- **Early Majority** — 34% deliberate, many informal social contacts.
- **Late Majority** — 34% skeptical, traditional, often lower socio-economic status.
- **Laggards** — 16% neighbors and friends are main information sources, fear of debt.

Each adopter's willingness and ability to adopt an innovation would depend on their awareness, interest, evaluation, trial, and adoption. People could fall into different categories for different innovations.

Process to Launch Effective Missions

Phase One: Pilot Phase

1. Present the vision and build your leadership team.
2. Provide a crawl step for involvement in a local activity.
3. Activate your pilot teams from innovators and early adopters. Train your pilot teams and hit the road.
4. Develop your local and global lay leadership base from those that have shown faithfulness and leadership ability in your early activities.
5. Prepare to spread the “exciting news” to all church members through the stories of your members living on-mission.

Phase Two: All-Church Phase

6. Present the vision to the entire church (a 40-day campaign is great for this).
7. Activate all church members. Ask for a commitment allowing for crawl, walk, and run options locally and globally.
8. Train all church teams through “just-in-time” training.
9. Hit the road and report back through stories, pictures, videos, blogs, websites to the entire church.
10. Commit to focused efforts locally and globally; unleash your members as the Lord leads.

Workshops

Step 1: Foundation	
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Step 1: Foundation Workshop 1

Purpose Driven Church

- Please watch the *Purpose Driven Church* video.

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Step 1: Foundation

Workshop 3

Assessing a Community

Information Gathering

The purpose of this activity is to show participants how much information they can gather by using their five senses. In small teams, participants will spend time collecting information in a community where they would like to develop a PEACE Work. After the field assessment, the teams will debrief with the whole group to combine the valuable information they all obtained and use it to begin completing the “Project Planning for a PEACE Work” form.

Objective:

- Participants will learn how to gather information by using their senses and not depending on the use of a formal questionnaire.

Materials:

- Form: “Project Planning for a PEACE Work”
- Newsprint, Marking Pens, Tape, Pens/Pencils

Evaluation at the End of the Activity:

Participants will be able to fill out a significant amount of information on the “Project Planning for a PEACE Work” form by collecting, combining, and debriefing on their field assessment using their five senses.

1. Explain that it is often valuable to informally visit a community in which you might want to plan a PEACE Work. Break into small teams and assign each one a question to brainstorm, writing ideas on a chart. Each team will then report back to the whole group and ask for any additional feedback to add to their chart. If possible, have a volunteer type up the completed brainstorm idea and make copies for participants.

- What do you want to know about a community if you think it is a possible location for a PEACE Work? Below are some ideas that might be mentioned:

- | | |
|--|--|
| * Spiritual beliefs and atmosphere | * Traditions, beliefs, and culture |
| * Past outreach efforts in this area | * Willingness to try/accept a PEACE Work |
| * Current outreach work | * Access points into a PEACE Works |
| * Receptivity to change | * Formal/informal leaders |
| * Available facilities, resources, and skills | * How community works, and if it works well |
| * Anything that hinders the community | * Community structure, size, etc. |
| * Standard of education | * Physical access and communication |
| * Statistical and demographic data | |

- Where can you get information about a community if you think it is a possible location for a PEACE Work? Below are some ideas that might be mentioned:

- | | |
|---|---|
| * Neighborhoods | * Leaders: church, government, schools, informal |
| * Group meetings | * Other NGOs (non-governmental organizations) |
| * Home visits | * People who work in the area |
| * People who live in community | * Nearby communities |
| * Maps, books, internet | |
| * Government offices (health, agriculture, etc.) | |

- How can you get information that's needed to start a PEACE Work and when is it appropriate to use that method? Below are some ideas that might be mentioned:

PRIOR PREPARATION

- * **Prayer**
- * **Study government/ church statistics**
- * **Review previous studies/ articles on area**
- * **Contact leaders/authorities as appropriate**

FIRST FIELD ENTRY

- * **Prayer**
- * **Do observations**
- * **Use senses: sight, hearing, smell, taste, touch**
- * **Informal, just being there as a listener**

AFTER FIRST ENTRY

- * **Prayer**
- * **Spend time in the area**
- * **Develop relationships**
- * **Have a conversation, not an interview**
- * **Formal questionnaires**

2. Pass out the Project Planning for PEACE Work form. Explain that the purpose of this survey form is to find out as much as possible about a new area in order to decide if it is good place for a community PEACE Work. As you are going through the items on this form, ask participants to think about what information might be discovered by doing simple field observations using their five senses.
3. Tell participants they will take a Field Trip to a community that could be a potential location for a PEACE Work, and they will use only their five senses to gather as much information as possible for the Project Planning for PEACE Work survey. Tell participants:

The emphasis in this information-gathering approach is to gather community information on an informal basis, primarily using your eyes, ears, and nose. You are not so much doing community visits, but observing what is taking place from the outside. You will walk through the community gathering information through your senses to be filled out later on the survey. Basically, you will Look, Listen, and Learn.

4. Brief participants on the following guidelines for the field trip.

- Form teams of three or four people.
- Each team walks the community in an informal manner and makes their observations.
- Do not carry the form or make notes that are visible to the community.
- Teams should walk through public places such as a marketplace, businesses and parks.
- It is good to strike up informal conversations or to ask questions as long as they are not perceived as intrusive.
- District offices, schools, clinics and churches may be open to provide information or brochures.
- Teams will meet back after the field outing to debrief. Each team will report the information they gathered. One participant will act as the recorder for the whole group and fill in information observed in the community on the survey.

Have teams go out into the community to observe using their senses and gather community information. Afterward, debrief with the whole group.

5. After the field trip, debrief with the whole group. Record your results.

Explain that the group will need to go into the community several times to gather information.

OPTIONAL

6. Explain that people sometimes have misconceptions when an outsider enters a community and begins asking questions. It is easy to be mistakenly perceived as making a promise to provide something that the community member wants. Go over this list of considerations for entering into a possible PEACE Work location and how to avoid making promises to people in the community.

- Be aware of what kinds of expectations can be raised by your presence.
- Anticipate possible miscommunication.
- Explain the limitations of what you can and cannot do.
- Be aware of appropriate ways to ask questions. It is often best not to ask direct questions.
- Use a “person of peace” or community member as the introduction to set the stage.
- Check to find out if it is advisable to make a first visit to the leader before going directly into a community.
- Build trust by showing genuine interest and respect for the people you encounter, putting their comfort over the need to get information.

Step 1: Foundation

Workshop 4

Project Planning for a PEACE Work

Read Numbers 13:2-3, 17-20 — “Explore.” What Would You Look For?

1. COMMUNITY

a) Define the geographic boundaries (see Numbers 13).

b) What are some important past events that influence the community today?

c) What other projects have taken place recently in the community? What lessons can we learn?

2. KINSHIP/FAMILY

a) What distinct groups of people live in the community?

b) What cultural or social values will help to bring about change?

c) What is the typical or common family structure?

d) What is the average length of time families have lived in this location?

3. ECONOMICS

a) List different ways people earn their living in this location.

b) Who controls resources (such as credit, markets, land, jobs, etc.)? How does this affect people's lives?

c) Who owns the land that the people live on?

4. EDUCATION

a) Number of schools:

Primary _____ Secondary _____ Other schools (i.e. Nursery): _____

b) Percent of primary- and secondary-age children in school: _____

c) Estimate of adult literacy rate: _____

d) Gender equality (Parentages): _____

5. POLITICAL/GOVERNMENT

a) How do the local government and churches relate to one another?

b) How will the local infrastructures help or hinder change? (roads, bridges, government services, markets, city council, etc.)

6. RELIGION – MAJOR GROUPS AND PERCENTAGE

a) Christian:

d) Animist:

g) Sikh:

b) Jewish:

e) Buddhist:

h) Atheist/Agnostic:

c) Muslim:

f) Hindu:

7. AGRICULTURE:

a) Food crops:

b) Cash crops:

c) Land available to individual home units:

d) Livestock:

8. HEALTH

a) Distance to nearest health facility: _____

Type of facility _____

b) Are there periodic immunization campaigns for common illnesses (such as diphtheria, whooping cough, tetanus, TB, measles)? If so, which ones?

c) Which illnesses or conditions are most common?

Number from most common to least common: 1 = Most common, 5 = Least Common

Excessive coughing/sore throats, colds: _____ Alcohol _____

Malnutrition/poor nutrition: _____ Drugs _____

Vomiting/diarrhea: _____ STDs _____

Worms/intestinal problems: _____ HIV/AIDS _____

Malaria: _____

d) Mortality:

- Average life expectancy at birth: _____
- Infant mortality (birth to 1 year) in the last calendar year (i.e. number of infants who die per 1,000 births). _____
- Under-5 mortality in the last calendar year (i.e. number of children 1 to 5 years old who die per 1,000): _____

e) Population total: _____

Infants less than 1 year old: _____

1 to 5 years old: _____

6 to 14 years old: _____

15 to 49 years old: _____

50 years and older: _____

9. LIVING ARRANGEMENTS

a) Type of individual houses:

- Walls (brick, wood, mud, cardboard, plastic): _____
- Roof (tile, iron sheets, plastic sheets): _____
- Floor (tile, wood, cement, mud): _____

b) Average total floor space per living area: _____

c) Availability of electricity: _____

d) Water piped into house: _____

e) Where cooking occurs (inside or outside): _____

f) Ventilation or window in each room: _____

g) Bathing facilities (inside or outside): _____

h) Toilet facilities (inside, outside, or no latrines): _____

i) Water supply (always available or irregular supply): _____

j) Water quality (clean or not clean): _____

k) Source of water (well, standpipe in street, rain off roof, drainage): _____

10. COMMUNICATION/COMMUNITY DECISIONS

a) Who makes the community decisions?

b) How are they made?

11. TRANSPORTATION

- a) How do most people travel locally?

- b) How do most people travel to nearby communities?

12. PEACE WORK

- a) What skilled people are available locally that might help the PEACE Work?

- b) What services of the government and other agencies are available that might help the project?

- c) What contribution of labor, money, or goods could the local people make?

- d) Who else is working in the same community doing what your PEACE Work might be doing?

13. NEEDS OR PROBLEMS OF THE COMMUNITY

List the major basic needs or problems of the community.

NEED OR PROBLEM	THEIR VIEW	OUR VIEW

Step 3: Transformation

Workshop 1

Identify the Needs

Goal: The purpose of this exercise is to help participants identify problems in their community and choose priorities for action. Participants will also identify resources available locally that can be used to accomplish their priorities and resolve the problems they have chosen to address. Facilitators will emphasize that most needs are common and can be addressed with little need of outside resources.

Objectives

- Participants will learn how to help people in the community identify their problems.
- Participants will know how to help people prioritize their needs.
- Participants will be able to help the people realize that they locally have most of the resources necessary to complete their projects.

Before the Activity

Ask each participant to bring an object that represents or reminds them of a problem or concern in their community. They could also be asked to bring three stones to be used in voting.

1. Create an open space in the middle of the group. Begin the activity by having participants place their objects on the “Road to Transformation” (alongside the tape/string/rope) and explain what they represent.



Imagine a road in front of you that we will call the “Road to Transformation.” On that road are problems that must be overcome if the community is to make progress. The objects you have brought with you each represent one of those problems. One by one, each of you will put your object on the road and explain to the group what your object represents.



2. After each participant has placed an object on the “Road to Transformation,” participants will use the stones to vote on how to prioritize these problems in their community.



You should each have three stones with you. We will now vote to see which of these problems you think are the most significant. You do not have to vote for your own object.



3. After the vote is complete, have someone in the group count the stones and identify the four problems that had the highest votes. These four problems will be used in the next activity. Explain how once we have identified problems, we must also consider what resources we have that could address these needs.



Just as these are two sides to a coin, there are two ways of looking at our problems. On the one side, we see the needs that our problems produce. On the other side, we see resources that can be used to solve the problems. In our “Road to Transformation” activity, we have identified some needs in our community. Now we will divide into groups and look at the other side of the coin. We will look for those resources that are available to us to solve our problems.



4. Break into four groups. Assign each group one of the top four problems identified in the activity above.



There are always many problems in a community. Look for what is locally available as resources to meet these needs. Most of what is needed can be found inside the community without looking for outside assistance. Make the best of what you have. Time and talents are great resources often overlooked. It is the church members in a community that will ultimately do and lead these efforts.



5. Have each group discuss the following questions. Instruct the group to focus on local resources that are available within the community that can be used to transform the community into what God intends it to be. The groups will report their findings orally or on a chart paper as appropriate for participants.
 - **What people are available in your community that can help your group with your problem?** This list could include local leaders, influential people, or government workers in the areas of health, teaching, business, etc, and can be in either Christian organizations or secular development organizations.
 - **What materials are available locally?** Materials could be Natural (e.g., trees, rocks, sand, water, sun), Locally Made (e.g., blocks and thatch, timber, charcoal), Locally Grown or Raised (e.g., crops, livestock), or Purchased Items (from nearby markets or cities).
 - **What facilities are available that will help the project?** Possible facilities could be local churches, buildings, schools, shops, government offices, or clinics.
 - **What training curriculum may be available to utilize?**

6. Brainstorm with the whole group. What should you do when the community has a problem you cannot deal with? Facilitators will try to elicit the following ideas:

- Acknowledge the need of the community.
- Be willing to help as you can.
- Think of small and tangible ways to get started.
- Guide the community into PEACE Works that are realistic and achievable.
- Put the community in contact with people who can help.

Step 3: Transformation

Workshop 2

Indigenous Solutions: Local Ownership

Goal: The purpose of this exercise is to get participants thinking about the local churches in the community owning the PEACE Work and seeing it as their own.

Objectives

- Participants will understand the importance of empowering the local churches in the community to own the PEACE Work and not rely on an outside group.
- Participants will understand the importance of local ideas and the use of local resources.
- Participants will understand that local church control of a PEACE Work leads to long-term sustainability after any outside helpers leave.

Read the first part of “The Mountain Story,” then stop to discuss what you read.

The Mountain Story, Part 1

There once was a village located on top of a steep mountain. On a regular basis, as people were coming down the mountain, they would slip off the trail and fall to the valley below. A number of people were injured and some were even killed.

A visitor came to their village, saw this problem, and wanted to do something about it. The visitor thought about what they could do and then decided that the best thing would be to station an ambulance at the base of the mountain. Therefore, when a person fell, a driver could rush with the ambulance to pick them up and bring them to the closest hospital 10 kilometers away. The people in the village were excited about this idea.

One day the ambulance broke down, but the people ignored the problem until another person fell off the trail and needed the ambulance to be taken to the hospital, but there was no transport available. They then became very concerned and went looking for the outsider who had put the ambulance there. They complained that the ambulance was broken down and wanted to know why the visitor didn't keep the vehicle in good repair. The visitor fixed it for them. However, the same problem happened several more times, again with the people wanting the outsider to sort out the problem.

The outsider finally decided that there were too many repairs required on the vehicle, and didn't have the money or time to keep fixing it. The visitor told the people it was their problem; the outsider had tried to help but could no longer. The people were sad about this, but did nothing. They were now back to where they had begun.

1. At the beginning of the story, the people saw that there was a need, but did not do anything about it. Why do you think the people in the community did not act to resolve the problem?
2. What were some of the problems with the visitor's solution of using an ambulance?
3. Why was the ambulance not a long-term solution?

Read the next part of “The Mountain Story,” then stop to discuss what you read.

The Mountain Story, Part 2

Representatives from the district office came, saw the problem, and wanted to help. The district decided that what was really needed was a clinic at the foot of the mountain. So if someone fell, they could get immediate medical care. The district built a clinic, and provided equipment, staff, and drugs. The people were very happy that those who fell could now get immediate attention and not have to make the 10-kilometer drive to the other clinic.

This worked well for a while, but eventually those working at the clinic wanted time off so the clinic was left unattended. The people went to the district and complained about the poor service that the clinic was providing and said the district had to give them better care. The district put in extra staff to cover during the holidays.

The clinic ran out of drugs several times and the people complained about the poor care the district was providing. The district ran low on money and had to stop some of their operations to conserve their money. They decided to stop staffing this clinic and providing drugs for it. They shut it down. The people were very angry with the district.

1. What were some of the problems with the district's solution of establishing a clinic?
2. What was the real problem the community faced? Why didn't an ambulance or a clinic address the real problem?
3. Why do you think the people were so willing to embrace the visitor's and the district's solutions even though they did not address the real problem?

Read the last part of “The Mountain Story,” then stop to discuss what you read.

The Mountain Story, Part 3

The people didn't know what to do. The two ideas that outsiders had done for them, the ambulance and clinic, were no longer available and working. A local church leader in the community said, “Let's meet to talk about the real problem.” They looked back at their original need, which was to take care of those who fell off the path as they were traveling up and down the mountain from the village. The two solutions helped to some degree, but there were problems with each.

As they talked, the church leader said, “I had an idea when we first talked about the problem, but no one would listen to me. The outsider was going to do everything for us for free. My idea would have taken some work and resources on our part so no one was interested in what I had to offer.”

The pastor then told them the idea. The pastor proposed building a fence along the trail to keep people from falling over the edge. It would take work on the people's part to cut the wood for the fence and to put it up. It would take mobilizing many of the church members and their resources to put the fence posts in cement so they would last longer.

The people responded with, “That's a great idea. Let's do it.” The church members brought wood and cement and began to work. After several weeks the work was done. Now, when someone slips, the fence stops them from falling over the edge to the valley below. After a few years the wood began to rot, but instead of going to an outsider, they went and fixed the fence themselves.

Instead of looking to the outside for help, they began to look to God and their own church to solve the problem. This one project gave them confidence that they could do things for themselves. Now when someone from the outside came to give them something, they said, “Thank you, but if we think it is important we will do it ourselves.”

1. Who was better equipped to identify the real problem, the outsiders or the people of the local church? Why?
2. What role did the local church play in helping the people identify the real problem and a solution that addressed it?
3. What steps did the people take in developing the solution of building a fence along the mountain path?
4. What happened when the fence began to rot a few years later?
5. What do you think the people will do next time there is a serious problem in their community?

Action Points

The facilitator reviews the main points this story teaches.

BETTER EQUIPPED

- Local churches can be equipped to identify their community's problems and solutions better than outsiders.

PREVENTION

- Prevention is better than cure. The fence is prevention; the clinic and ambulance are cures.

INDIGENOUS SOLUTIONS

- What people do not do for themselves, they do not own or take responsibility for.
- Once churches complete successful work within the community, they will be motivated to address more difficult things for themselves. Capacity will be built so that they will not need outside help.

FRUIT

Consequences

BRANCHES

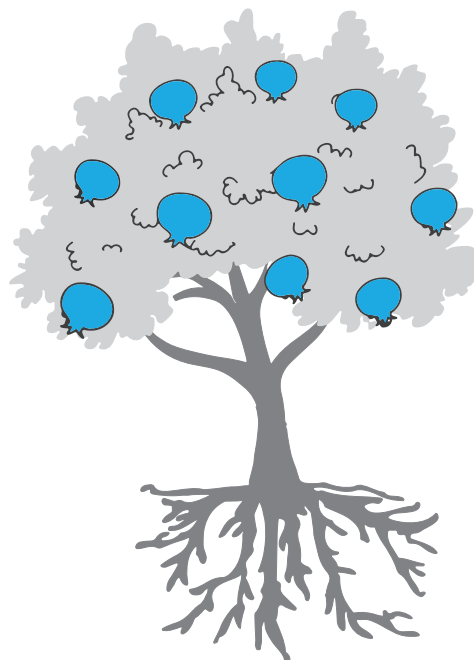
Behavior

TRUNK

Values

ROOTS

Beliefs



Step 3: Transformation

Workshop 3

Ideas Have Consequences: Worldviews

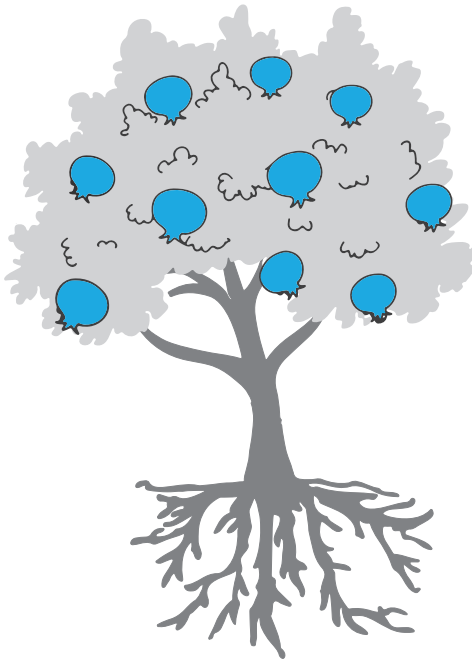
Goal: The purpose of this activity is to help participants to understand how worldviews affect how we view others and the world around us. Participants will begin to explore how they should keep in mind people's mindset.

Objectives

- Participants will understand that mindset change precedes empowerment.
- Participants will understand the relationship between worldview and life transformation.
- Participants will take people's worldview in consideration when they are designing life-transforming PEACE Works.

Show the “Ideas Have Consequences” illustration with the words covered.

Ideas Have Consequences

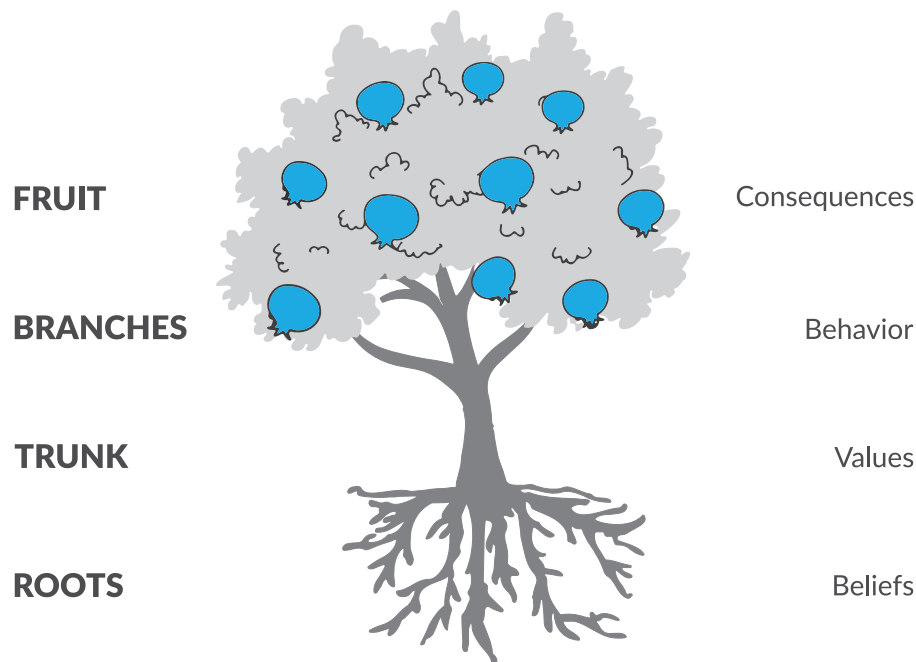


- What do you see?
- What is the role of each part of the tree: roots, trunk, branches, and fruit?

Have a volunteer attach each of the four labels (Beliefs, Values, Behavior, Consequences) to the part of the tree they think best corresponds to the roots, trunk, branches, and fruit. At the end of the exercise, show Darrow Miller's arrangement and explain that beliefs are the foundation of a people's values, actions, and ultimately the quality of their lives.

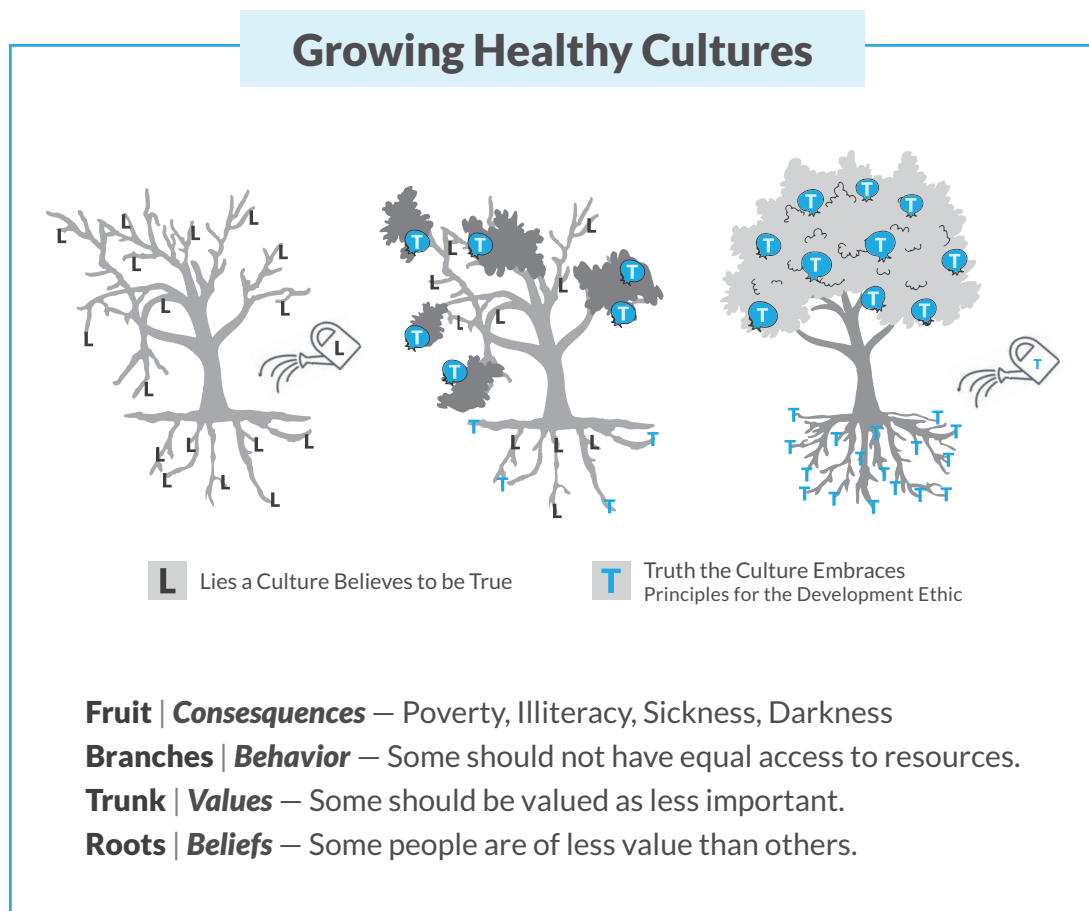
Ideas Have Consequences

A Biblical Worldview Empowers People



Show the “Growing Healthy Cultures” illustration and ask, “What can we learn from the pictures of the trees and soils they are in?”

- Trees fertilized with lies are barren and/or dead.
- Trees fertilized with some truth show some life and vigor.
- The more truth the trees are fertilized with, the stronger the tree.



Ask participants to look at both illustrations and draw important conclusions about the impact of true and false ideas on the health of a community.

What can we learn from both illustrations?

- Truth is the foundation of life transformation in the community.
- Lies are the foundations for community destruction.
- Truth and lies are not only held by individuals, but corporately by cultures.

Read the following verses out loud and ask the following question.

According to these verses, what is Satan's strategy for destroying people and nations?

- Revelation 20:3, 7-8 — Deceiving Nations
- 2 Corinthians 4:4 — Blinding Minds
- 1 Timothy 4:1 — False Teaching

Read Colossians 2:8 to the group and ask, "What does Paul identify as the things Satan uses to take people captive?"

- Human traditions
- Basic principles of the world

Tell participants: Satan lies to nations at the level of culture through philosophies and traditions. The spiritual powers impact the physical world through culture.

Have participants break into groups. Assign each group one of the following different "giants" and determine what root cause (false premise) it might be based on.

- Spiritual Emptiness
- Self-Serving Leadership
- Poverty
- Disease
- Illiteracy

Address the Root Causes

- PEACE Works attempt to identify and address the root causes of the “giants.”
- When root causes are effectively addressed, then lasting outcomes are realized.
- Outcomes versus outputs.

Outcomes — Lasting results (e.g., raising people out of poverty).

Outputs — Temporary results (e.g., feeding the hungry).



*Outputs are biblical activities
that can lead to longer-term relationships
and long-term outcomes.*



Ideas Have Consequences

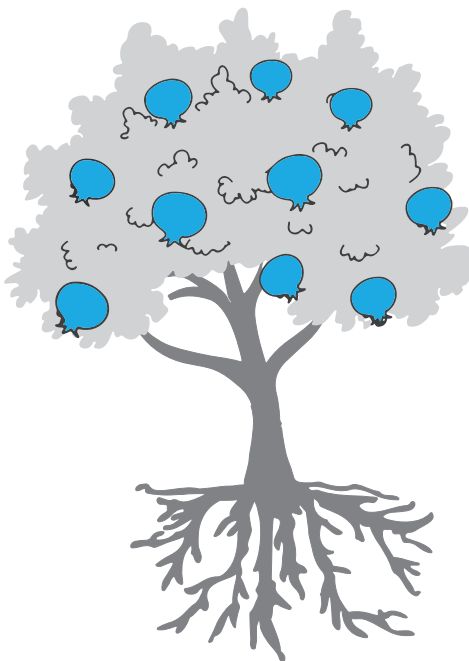
A Biblical Worldview Empowers People

FRUIT

BRANCHES

TRUNK

ROOTS



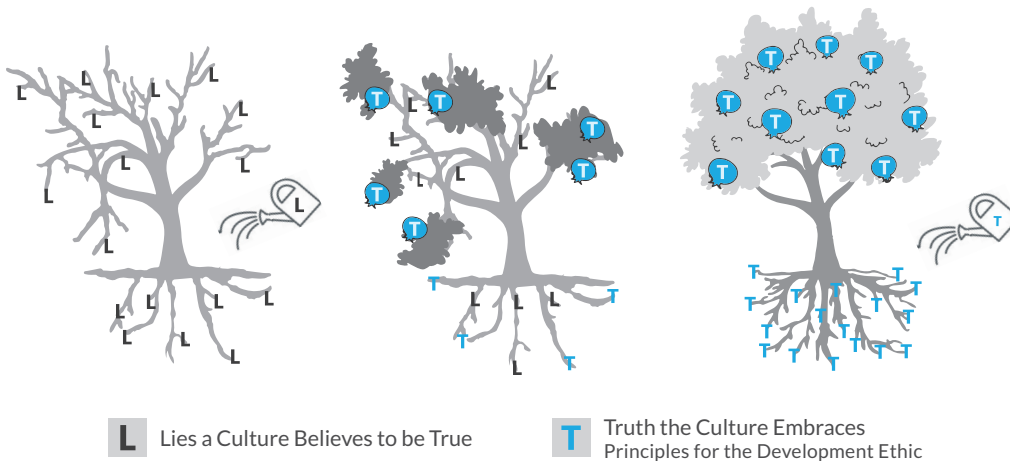
Consequences

Behavior

Values

Beliefs

Growing Healthy Cultures



Fruit | Consequences — Poverty, Illiteracy, Sickness, Darkness

Branches | Behavior — Some should not have equal access to resources.

Trunk | Values — Some should be valued as less important.

Roots | Beliefs — Some people are of less value than others.

Step 3: Transformation

Workshop 4

PEACE Values

Goal: The purpose of this activity is for participants to use the PEACE values of being God-centered, locally led, collaborative, sustainable, reproducible, and wholistic to explore effective ways to transform lives in every community where you are doing PEACE Works.

Objectives

- Participants will learn about the PEACE values of being God-centered, locally led, collaborative, sustainable, reproducible, and wholistic.
- Participants will learn some best practices for developing PEACE Works.

Introduce the activity by giving the group the definition of “Local Ownership.”

Explain that this activity will show how PEACE values can support effective community involvement and project ownership.

- **Local Ownership** is when people voluntarily mobilize to do their own development using their initiative with local resources and shaping their own destiny with God’s help.

The Facilitator Explains How the Following PEACE Values Support the Ownership of PEACE Works

- **God-Centered:** PEACE Works must be aligned to what God is already doing in a community. When people go to God first, he will direct their decision making and efforts. God will bless a community when its people are focused on his will.
- **Locally Led:** People become involved when they have identified their own needs and solutions. They gain a sense of investment and ownership when they do the planning, implementation, ongoing evaluation, and adjustment of PEACE Works.

- **Collaborative:** We are better together. God made us each unique so that we can each play our special role in the Body of Christ. People become motivated and involved when they are valued and able to contribute in a significant way to a PEACE Work.
- **Sustainable and Reproducible:** Every successful PEACE Work builds confidence and empowers people to address even bigger needs.
- **Wholistic:** People respond when a PEACE Work meets all their needs — physical, emotional, and spiritual. People become interested in being involved when they see the whole picture of what is occurring in their community and understand the root problems that could be addressed by a PEACE Work.

Divide into Groups of Three to Five Participants and Give Each Group a PEACE Work

Direct the groups to apply all the PEACE values to their PEACE Work.

Step 3: Transformation

Workshop 5

Implement Wholistically: The Great Commission and The Great Commandments

Goal: The purpose of this activity is to provide participants with the basis for a wholistic approach to life transformation in your community. This activity will help participants to start PEACE Works that are truly wholistic, addressing the physical, social, mental, and spiritual needs of people.

Objectives

- Participants see that Jesus came to meet the needs of the whole person, not just one aspect of His being.
- Participants understand that Jesus commands his followers to meet the needs of the whole person.
- Participants understand how all five letters of PEACE can be implemented simultaneously.
- Participants will share a wholistic PEACE Work that they have done or plan to do in the future that addresses the whole person, including spiritual, emotional, and physical needs.

Start with a Reader's Theater

Introduce the idea that people sometimes focus on a single dimension of ministering to the needs of people without realizing Jesus commands us to serve the whole person. Ask two participants to role-play two people arguing over which is more important: addressing spiritual or physical needs.

Reader 1: The only thing that we should be concerned with as Christians is winning people to Christ. Matthew 28:18–20 clearly tells us that.

Reader 2: You are wrong. The Bible tells us we should be concerned about the physical needs of people as well as their spiritual needs. Matthew 22:37–40 tells us we are to love others. Matthew 25:35–40 says that when we help a person physically, we are ministering to Jesus. What about the teaching of the Good Samaritan?

Reader 1: What good is it to save a man's life physically if he is going to spend eternity in Hell?

Reader 2: How can a man listen to the Gospel when he is dying of hunger?

Jesus Came to Minister to the Whole Person

Have someone read Luke 4:16–21 to the group, then discuss the questions below.

1. At what point in Jesus' ministry did this interaction take place?

- At the beginning of his public ministry, after being tempted in the wilderness for 40 days.

2. Where did this take place?

- At the synagogue in his hometown of Nazareth.

3. What is the significance of the timing of this declaration?

- Jesus was stating his purpose or mission, as well as defining the nature of his work.

4. What do the Scriptures say about why Jesus came?

- To preach the Gospel to the poor, the economically disinherited.
- To proclaim release to captives, for the socially and politically disinherited.
- To give sight to the blind, for the physically disinherited.

Tell Participants: Jesus came with concern for every area of our lives. His mission was to restore wholeness to a lost and broken world. He would address not only spiritual concerns, but physical, social, and emotional concerns as well.

Jesus Judges His Followers for the Way They Respond to the Needs of the Whole Person

Have someone read Matthew 25:35–46 to the group. Then discuss the questions below.

1. What is the basis of Jesus' judgment in these verses?

- Jesus based his judgment on how people responded to the needs of others.

2. What kinds of needs were met by those who are judged to be righteous?

- Hunger — Fed
- Nakedness — Clothed
- Thirst — Given drink
- Sickness — Cared for
- Homelessness — Provided
- Imprisonment — Visited

Tell Participants: Jesus did not say, “I was hungry and you preached to me,” or “I was thirsty and you preached to me.” He expects his followers to respond to people according to their need. Being responsive to the needs of others, and obedient to both The Great Commandments and The Great Commission, will take very great commitment.

Jesus Sends Out His Disciples

Have someone read Luke 9:1–2 and Luke 10:1, 8–9 to the group. Then discuss the questions below.

1. What people did Jesus send out to do what?

- He sent out 12 to heal, preach, and cast out demons. He sent out 72 to heal and preach.

2. What should we do as Jesus' disciples today?

- Do the same things dealing with the whole person.

Conclusion

Ask the group the following questions:

1. What does this teach us about the kind of PEACE Work we should have?

We need to do our PEACE Work like Jesus and minister to people according to their need. Our ministry should be wholistic.

2. What type of wholistic PEACE Work could you do in the future that addresses a person's physical, emotional, and spiritual needs?

Reflection and Prayer

Ask the group to consider the following questions, and evaluate whether or not there is balance in their lives and ministries.

- When was the last time you led another person to faith in Christ?
- When was the last time you helped a new believer begin to grow on the road to maturity?
- When was the last time you helped to meet a neighbor's physical need or problem?

- When was the last time you helped someone to grow in such a way that they can do for someone else what you have done for them?

Group Discussion

Wholistic Approach

The PEACE Plan is a wholistic strategy that will enable you to bring balance to your PEACE Works by being responsive to the needs of people in the communities you serve. This activity is aimed at equipping people to serve the whole need of the individual, and to be obedient to both The Great Commandments and The Great Commission.

Step 3: Transformation

Workshop 6

Introducing Outside Resources

Goal: The purpose of this activity is to help participants see the impact of introducing outside resources into a community. It is important to look first to existing local resources and knowledge when initiating a development project. If outside resources are needed, there are important considerations to keep in mind when providing training and support to local community members.

Objectives

- Participants will understand the value of teaching people to do for themselves using local resources.
- Participants will learn the value of using the concept of multiplication when deciding on the appropriate resources to offer a community.
- Participants will learn some helpful tips to consider when providing training to a community.

Preparation

- Draw two lines with chalk or tape on the floor to be the banks of a river.
- Draw two circles representing stepping stones and a larger one in the middle to represent an island; explain the symbolism of these markings.
- Ask three people from the group to role-play the story as you tell it. Identify them as the First, Second, and Third.

The River-Crossing Story, Part 1

Two people come to a river and want to cross, but don't know how to swim. The current is strong and they are afraid to cross.

A third person comes along and sees their difficulty. The third person offers to help the first two cross on the stepping stones, but they are still afraid. The third person agrees to carry one across but only manages to reach the island and leaves the first person there.

The third person then returns to get the second person but is now too tired to carry anyone. The third person agrees to help the second person walk across on the stones. Halfway across, the second person feels confident enough to cross the rest without assistance.

The second and third person cross the river safely. However, the first person is still marooned on the island and shouts for help. The third person walks away, and forgets that the first person is still stranded.

Use the following questions to help participants to think about the use of resources in a community.

- Why do you think the first two men refused the third man's initial offer to help them cross the river?
- Why were they willing to allow him to carry them across instead?
- Why does the third man quickly tire out, exhausting his own personal resources?

- What did the third man do to help the second man to gain enough confidence to cross the rest of the river on his own?
- Which man was ultimately helped more — the first or the second? Why?
- Have you ever seen a similar situation happen in your community?

Have the volunteers act out the final part of the story as you tell it.

The River-Crossing Story, Part 2

The second person hears the frantic calls of the first person and realizes the first person is still stranded on the island. The second person is still nervous to cross back over the river again, but uses what the third person taught to cross back to the island. The second person then teaches the first how to cross the river using the stepping stones. Both people successfully make it to the other side of the river.

- If the second man did not return to the island, what do you think would have happened to the first man?
- What empowered the second man to overcome his nervousness and re-cross to the island and then teach his friend how to cross the river?
- What could be some of the positive effects of these two men learning to cross the river? How does this illustrate the importance of multiplication?
- What were the resources that the third man offered the first two men?
- Which resource had a more positive outcome that could potentially impact more than just these two men?

Outside Resources

Have participants work in groups of two or three people to consider the notes on Introducing Outside Resources below. Ask them to identify which parts of “The River-Crossing Story” illustrate these points. Have each group pick one point they find particularly valuable to share with the whole group.

INTRODUCING OUTSIDE RESOURCES

- Real development is helping people to do things themselves and not just doing things for them.
 - When you carry the person, you don't teach him to do it himself.
 - Sometimes you hurt more than help a person by doing it for him.
 - Doing it for someone doesn't get the job done.
 - Sometimes we only do half a job when we overextend our resources and do not equip others to address their own problems.
 - Use local resources so that once the trainer leaves, the people are equipped to address their own needs.
 - Sometimes a teacher/trainer is the most valuable resource you can offer.
 - If you teach someone to do something, teach so he can teach another person, so there can be multiplication.
-

Have the groups consider the Notes on Learning and Teaching below. Ask them to identify which parts of “The River-Crossing Story” illustrate these points.

Have each group pick one point they find to be particularly valuable to share with the whole group.

NOTES ON LEARNING AND TEACHING

- People are motivated to learn when there is a need.
 - People learn better by doing and not just seeing.
 - People learn through step by step instruction as they need to know.
 - People learn by example and encouragement.
 - People learn when they understand why.
Explanation is needed.
 - People learn when they practice new skills and knowledge.
Repetition is important.
 - A trainer needs to know how to do the task, but doesn't need vast experience to teach others.
 - Just because someone can do something doesn't guarantee they can teach others.
-

Have the groups discuss the question below and share their response with the whole group.

Why is using the concept of multiplication key in deciding how to introduce outside resources into a community?

Step 3: Transformation

Workshop 7

Three Levels of Development

- **Compassion and Justice**

- Matthew 25:35–42

- **Acts of Kindness**

- Galatians 6:2; 4–5

- **Relief**

Carry each other's burdens, and in this way you will fulfill the law of Christ.

Galatians 6:2 (NIV)

- **Development**

Each one should test their own actions. Then they can take pride in themselves alone, without comparing themselves to someone else, for each one should carry their own load.

Galatians 6:4–5 (NIV)

Transformation – Development

- **Intentional**

- Matthew 28:18–20

- **Fruitfulness**

- John 15:8, 16

- **Sustainable and Reproducible**

- Luke 4:18–19

- **Wholistic**

- Spiritual, physical, emotional, relational, and financial

Three Levels by PEACE Works

- All are important in a community.
- Focus on those who are “the lost, last, and least of these.”
- Develop a prayer movement.
- Start by using the most sustainable, reproducible strategies to assist as many people as possible.

Level 1

- The most sustainable, reproducible strategies.
- Any church member can be involved.
- Examples: education, prevention, advocacy.

Level 2

- Requires some expertise and resources.
- Can only be sustained through collaborative efforts and partners (partner carefully).
- Only a few church members can be involved.

Level 3

- Requires some significant expertise and resources.
- Can only be sustained through collaborative efforts and partners (partner carefully).
- Only a very few church members can be involved.

The PEACE Framework of Transformation

In Collaboration with Other Churches and Partners



Levels of Community Development

3

Tertiary Level

Churches can collaborate with government and business. Some expertise required as well as outside resources to initiate.

Seminary-train pastors, and construct church buildings

Create seminaries, universities, and Bible schools

Create medium and large businesses and cooperatives

Create hospitals, train doctors and surgeons (full service)

Universities equipping professionals

2

Secondary Level

Churches can collaborate with government and business. Some expertise required as well as outside resources to initiate.

Church plants with bivocational pastors and without buildings

Professional speakers and create Bible Institutes

Create micro-enterprises, create small businesses. (M.E.D. MFI's)

Create health clinics and train professional workers

Teach high school and vocational training (specialized)

1

Primary Level

Churches can do this. The simplest and most reproducible methods, requiring no outside resources. Easily taught by and to virtually anyone. This is where churches are able to mobilize the greatest number of its members. Benefits the community.

Create house cells and small groups that can easily multiply

Teach *Purpose Driven Life, Purpose Driven Church*. Hold seminars and conferences

Create self-help groups (with no outside income). Be advocates

Teach preventative and primary healthcare

Teach elementary skills (reading, writing, basic math) and literacy training

The Mobilization Process at Each Level

- Crawl, Walk, Run is the mobilization process.
- Level 1 is not just *Crawl*, Level 2 is not just *Walk*, and Level 3 is not just the *Run* step.
- What does Crawl, Walk, and Run look like at the Primary Level of development?

This image shows a full page of white paper with horizontal dotted lines. The lines are evenly spaced and run across the width of the page, providing a guide for handwriting practice. There are no margins, text, or other markings on the page.

Discussion:

- Break into groups according to the interest of each person.
- Discuss what each of the three levels of development would look like for that PEACE Work.

P**Plant Churches that Promote Reconciliation**

- 1.
- 2.
- 3.

E**Equip Servant Leaders**

- 1.
- 2.
- 3.

A**Assist the Poor**

- 1.
- 2.
- 3.

C**Care for the Sick**

- 1.
- 2.
- 3.

E**Educate the Next Generation**

- 1.
- 2.
- 3.

Discuss What These PEACE Works Might Look Like at Each Level of Development.

1. Orphan care

2. HIV&AIDS

3. Clean Water

4. Church Planting Among an Unengaged, Unreached People Group

5. Training Church Planters

6. English as a Foreign Language

PEACE WORKS**P****Plant Churches that Promote Reconciliation**

1. Starting house groups led by church members.
2. Starting a church in a home or rented building, led by a part-time leader.
3. Starting a church in a building, led by a trained pastor.

E**Equip Servant Leaders**

1. Equipping house church leaders in minimal trainings.
2. Equipping a bivocational leader in conferences, seminars, and institutes.
3. Equipping pastors in Bible schools and seminaries.

A**Assist the Poor**

1. Self-help/Savings groups for the extreme poor.
2. Micro-job development/micro-enterprise (through micro-finance institutes).
3. Business development, entrepreneurship training, and job creation.

C**Care for the Sick**

1. Preventative and primary healthcare.
2. Clinics with healthcare workers and limited medicine.
3. Hospitals, physicians, equipment, and comprehensive medical supplies.

E**Educate the Next Generation**

1. Primary schools/literacy.
2. Secondary schools, life skills, and tertiary preparation.
3. Tertiary schools, universities, and more career oriented.

Action Points

**PRAY
PERSISTENTLY**

**PLAN
STRATEGICALLY**

**START
SIMPLY**

**PARTNER
CAREFULLY**

**RESIST RESOURCING
IN THE BEGINNING**

Step 3: Transformation

Workshop 8

Measuring PEACE Outcomes: Outcomes vs. Outputs

Outputs: Outputs are activities that help provide care for a person in need. These are biblical and we are responsible as individuals to participate in caring for those without food, water, and clothes as well as the incarcerated, orphans, widows, and refugees. (See Matthew 25:35–40 and James 1:27).

But is this the best that we can do as a local church? When a church is providing this kind of life-giving care, there is an opportunity to develop relationships with each person and determine the root causes of their issues. Then prayerfully and strategically consider how these output activities can be turned into outcome efforts leading to more permanent and wholistic solutions (e.g., feeding the hungry, leading people to rise out of poverty).

Outputs are usually measured as the number of people served or resources provided.

Outcomes: Outcomes are strategically designed to provide lasting and wholistic solutions. It is biblical to help meet any need that an individual might be facing. As a local church, there is an additional responsibility to be as “fruitful” as possible, bearing fruit that remains.

Outcomes are usually measured as an “increase” or “decrease” related to a goal, so setting specific goals is important. Usually a defined community is necessary to accurately assess the outcome. For example, in Community ABC:

- Increase in orphans being placed in permanent families who are in local churches
- Decrease in the incidence of HIV&AIDS

You can even set “zero” goals. These are goals to eliminate problems in a community. For example, in Community XYZ:

- Zero people groups without a multiplying church

Sustainable Goals

At the United Nations Sustainable Development Summit, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030.

These are often helpful guidelines as most countries already have measurement procedures in place for these goals and might in certain instances be willing to partner at the local level.

See the 17 Sustainable Development Goals here: goo.gl/wsN188

PEACE Outcome Measurements

P: Plant Churches That Promote Reconciliation

- Increase number of healthy churches.
- Increase number of churches.
- Increase number of UUPGs engaged.
- Increase number of churches responding to reconciliation issues.
- Decrease violations against women.
- Decrease violations against children.
- Decrease violations against ethnic minorities.
- Decrease number of human trafficking victims.
- Decrease number of land right violations.
- Increase political and press freedoms.

E: Equip Servant Leaders

- Increase number of churches responding to leadership.
- Decrease corruption violations reported.
- Increase church growth.
- Increase number of equipped pastors.
- Decrease ethics violations in the workplace.
- Increase number of church members volunteering in community outreach.

A: Assist the Poor

- Increase number of churches responding to poverty and orphans.
- Decrease number of homeless (including orphans).
- Decrease number living on less than \$1/day.
- Decrease number living on less than the national level for poverty.
- Decrease number of unemployed.

- Increase number of girls employed.
- Decrease the number of orphans without a permanent family.

C: Care for the Sick

- Increase number of churches responding to health issues and HIV&AIDS.
- Decrease incidence of HIV&AIDS.
- Increase number of people tested for HIV.
- Increase survival numbers of people with HIV&AIDS.
- Increase awareness of HIV&AIDS.
- Decrease infant mortality.
- Decrease maternal mortality.
- Decrease number of malaria cases.
- Decrease number of tuberculosis cases.
- Increase average life span.
- Increase percentage with access to healthcare.
- Decrease number of unwed pregnancies.

E: Educate the Next Generation

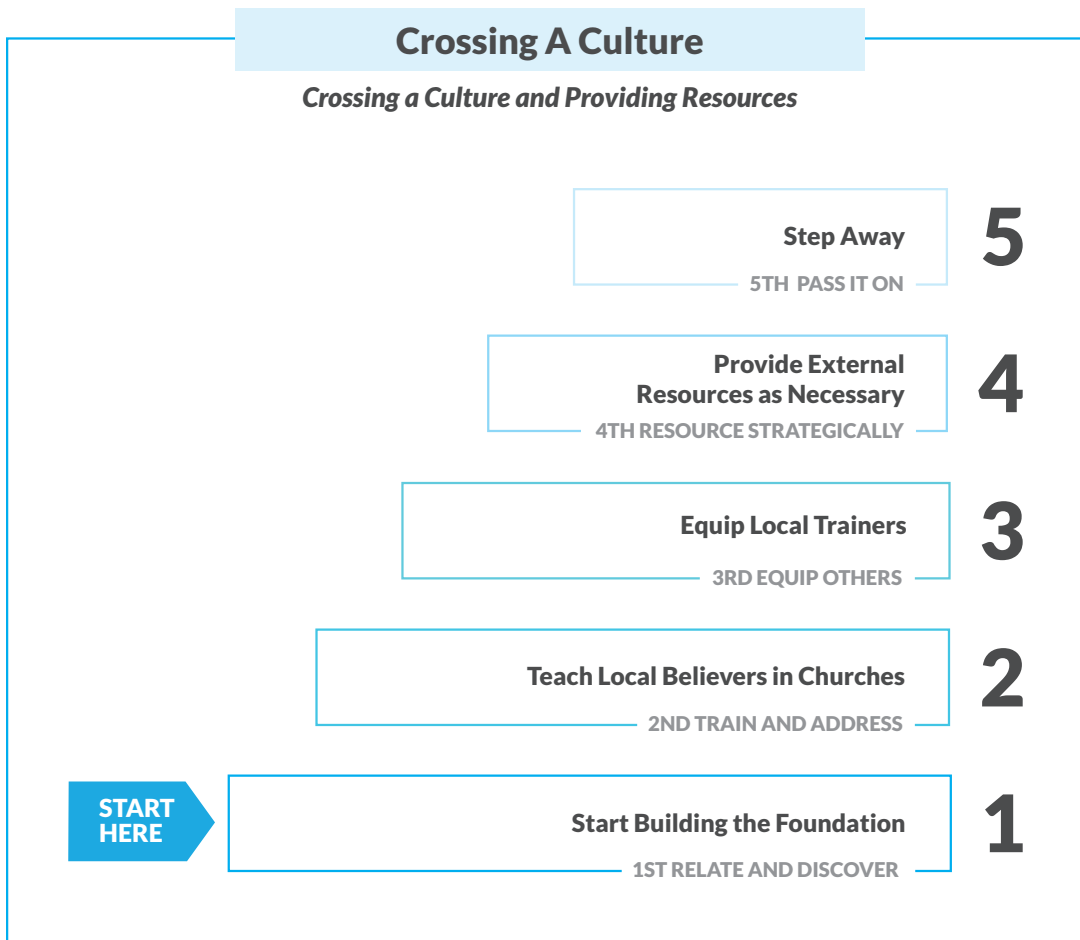
- Increase number of churches responding to education issues.
- Increase number of children completing primary school.
- Increase number that are literate.
- Increase number that complete secondary school.
- Increase number of girls completing secondary school.

Step 4: Expansion Workshop 1

The Pathway of Development

When you're crossing a culture and your church is not going to be there day after day, use a development process that will be sustainable and reproducible.

- Start Building the Foundation
- Teach Local Believers
- Equip Local Trainers
- Provide Resources as Necessary
- Step Away



Step 4: Expansion

Workshop 2

Developing a Region and Country Strategy

Paul, called of God to be the Apostle to the Gentiles, is what we would call our “missionary par excellence” of the missionary activity recorded for us in Scripture. The apostle Paul is front and center. It was Paul’s mission activities (Acts 13–28) that contributed remarkably toward the Christian church’s move from the limited sphere of Judaism to the broader frame of the Gentile world. It then becomes, for all religious history, a preeminent model for missionary outreach.

The New Testament delineates at least 50 cities visited during Paul’s (at least) five major travels or missionary journeys. His ministry ran from A.D. 33 (when he was roughly 31 years old) to his martyrdom at the hands of Rome in A.D. 68 (at the age of about 66).

“For this is what the Lord has commanded us: ‘I have made you a light for the Gentiles, that you may bring salvation to the ends of the earth.’” When the Gentiles heard this, they were glad and honored the word of the Lord; and all who were appointed for eternal life believed. The word of the Lord spread through the whole region.

Acts 13:47–49 (NIV)

Paul entered the synagogue and spoke boldly there for three months, arguing persuasively about the kingdom of God . . . So Paul left them. He took the disciples with him and had discussions daily in the lecture hall of Tyrannus. This went on for two years, so that all the Jews and Greeks who lived in the province of Asia heard the word of the Lord.

Acts 19:8–10 (NIV)

The question then needs to be asked, “Did Paul have a strategy when accomplishing his mission?” So much depends on our definition of strategy in trying to answer this question. If by looking at Paul’s mission activities we mean a deliberate, well-formulated, duly executed plan of action based on human observation and experience,

then it would be hard to determine a strategy. But if we take strategy to mean a flexible method of proceeding, developed under the guidance of the Holy Spirit and subject to his direction and control, then Paul can be seen to have forethought to his work. Roland Allen wrote, "It is quite impossible to maintain that St. Paul deliberately planned his journeys beforehand, selected certain strategic points at which to establish his churches and then actually carried out his designs." In fact, it could be said that Paul developed theology and most of his mission strategy while doing missions. Looking then at the history of Paul's journeys, we can note several aspects of his strategizing.

The concentration of his mission was on four of the most populous and prosperous provinces: Galatia, Asia, Macedonia, and Achaia. Both Luke and Paul speak constantly of the provinces rather than the cities (Acts 9:31; 15:23; 16:6,9; 1 Thess 1:5-8). The city was Paul's theater of mission. Paul's theory was not that he had to preach in every place himself, but by establishing centers of Christian life in the important places, the Gospel might then spread to the provinces.

The cities where he did plant churches were centers of Roman administration, of Greek civilization, of Jewish influence, or of some commercial importance. It is important to note that, though we see today a rapid growth of urbanization, the city is not more important and the countryside less important. Rather, Paul's intention was to have the congregation situated in the city to be a center of light (Acts 19:10). How else could Paul claim in Romans 15:19 that he had evangelized the whole province? Particularly, the church in Rome was to be of strategic importance when Paul planned to leave the East and begin work in the West (Romans 15:23-24).

Cities Visited by the Apostle Paul

Amphipolis

(Acts 17:1)

Damascus

(Acts 9:19)

Philippi

(Acts 16:12; 20:6)

Antioch (Pisidia)

(Acts 13:14)

Derbe

(Acts 14:6; 16:1)

Ptolemais

(Acts 21:7)

Antioch (Syria)

(Acts 11:26; 13:1;
15:22; 18:22–23)

Ephesus

(Acts 18:19)

Puteoli

(Acts 28:13)

Antipatris

(Acts 23:31)

Fair Havens (Crete)

(Acts 27:8)

Rhegium

(Acts 28:13)

Apollonia

(Acts 17:1)

Iconium

(Acts 13:51)

Rome

(Acts 28:16;
2 Timothy 1:17)

Appian Way

(Acts 28:13–15)

Jerusalem

(Acts 9:26; 18:21;
21:11–17; 23:11)

Salamis (Cyprus)

(Acts 13:5)

Appii Forum

(Acts 28:15)

Lystra

(Acts 14:6; 16:1)

Seleucia

(Acts 13:4)

Arabia

(Galatians 1:17)

Malta

(Acts 28:1)

Sidon

(Acts 27:3)

Assos

(Acts 20:13)

Miletus

(Acts 20:15)

Spain

(Romans 15:22–25,
28)

Athens

(Acts 17:16)

Mitylene

(Acts 20:14)

Syracuse (Sicily)

(Acts 28:12)

Attalia

(Acts 14:25)

Myra

(Acts 27:5)

Tarsus

(Acts 9:30)

Berea

(Acts 17:10)

Neapolis

(Acts 16:11)

Thessalonica

(Acts 17:1)

Caesarea

(Acts 9:30; 18:22;
21:8; 23:23)

Nicopolis

(Titus 3:12, 15)

Three Taverns

(Acts 28:15)

Cenchrea

(Acts 18:18)

Paphos (Cyprus)

(Acts 13:6)

Troas

(Acts 16:8; 20:6)

Corinth

(Acts 18:1)

Patara

(Acts 21:1)

Trogyllium

(Acts 20:15)

Cyprus

(Acts 13:4)

Perga

(Acts 13:13)

Tyre

(Acts 21:3)

Phases of a Movement

1. Preparation

- Start with prayer and asking God for a clear vision of where to focus
- Identify a specific region or country (This is not the strategy for a specific people group)
- Explore the land
- Develop your strategic plan
- Determine the major urban centers where you will start

2. Penetration

- Train the local church leaders in “Church Health” in the major urban centers
- Launch The PEACE Plan through these local churches being trained

3. Concentration

- Train more local church leaders in these same major urban centers
- These trainings are conducted by the local church leaders equipped in the “Penetration” phase
- PEACE Works concentrate on sustainable, reproducible, wholistic outcomes

4. Expansion

- Local church leaders take the “Church Health” training beyond the urban centers
- Additional centers of geographic influence are targeted in more areas
- Include as many ethnolinguistic people groups as possible

5. Saturation

- “Church Health” (with The PEACE Plan embedded in the training)
- Spreads through every geographic area, ethnolinguistic, and denomination in the region or country of focus

6. Continuation

Every “Lost” and “Least of These” must be our focus until the return of Jesus. Continuous evaluation, feedback toward improvement, and effectiveness are emphasized.

Develop Your Strategic Plan

For more information on a Strategic Planning Process, go to the Workshop.

Discuss with Your Group the Phases of a Movement

Determine your region or country and begin your planning process based on the phases.

PEACE Action Planner

Mobilization

Your Church

Reflect

1. What percentage of our church members and attenders are actively involved in local and global missions activities right now?
2. How many people does that percentage represent?
3. How many more people can our current missions strategy and support systems handle right now?
4. What would happen to our missions team and support systems if every member of our church wanted to get involved today?

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Respond

1. What are our existing awareness/awakening/activation/advocate activities?
 - Awareness:
 - Awakening:
 - Activation:
 - Advocate:
2. What are our existing crawl/walk/run events and activities?
 - Crawl:
 - Walk:
 - Run:

3. Brainstorm with your team about new crawl/walk/run events and activities that could assist you in mobilizing a larger percentage of your church members.

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Transformation

Where to Work

Reflect

- How do we currently choose what local communities to work in?

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- What local communities do we now work in?

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Respond

- How do we currently determine what local communities to work in?

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- Where are the greatest needs within the communities around us?

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Who to Work With

Reflect

- Are we partnering with any local community centers or agencies in our focus communities? If so, who are we partnering with?

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- Are we partnering with any local churches in our focus communities? If so, who are we partnering with?

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- Do we have goals and objectives for those partnerships? If so, are those being met?

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- Are our local efforts led by paid staff, lay volunteers, or both?

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Respond

- Of the communities that we are now working in, what potential church or agency partners are we not taking advantage of?

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- What people within our church could potentially serve as volunteer coordinators for our local efforts?

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What to Do

Reflect

- What activities have we done in the communities that we are currently working in? Would we consider those activities wholistic?

- Do we have key goals and objectives for our current activities? If so, are those being met?

- Are the activities that we are doing encouraging lasting change and community transformation?

- Are we developing any dependent relationships in the communities where we are partnering with other churches? Are we empowering those churches? Do we have an exit plan?

Respond

- What activities could we do in our focus communities that would bring lasting change?

Why Send Our People? We All Must Go!

Reflect

- What obstacles do our church members have toward local missions efforts?

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- What fears are we aware of that some might have? Do any prejudices exist toward any local segments of people?

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Respond

- What can we do to address obstacles that exist for our church members to be involved in our local missions efforts?

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- What can we do to address fears and/or prejudices?

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Expansion

Where to Go: Choosing Strategic Locations

Reflect

- Where are our people going now?

- Short-term missions

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- Business travel

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- Vacation travel

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Respond

- What key values will drive our selection of strategic locations?

- How do we currently choose what local communities to work in?

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- Some values to consider:

- Peoples that are least-reached.

- Areas with high-impact potential.

- Country and area models.

- Responding to Crises: Emergency responses to disasters and extreme crises.
 - Where are the greatest needs within the communities around us?

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Who to Work With: How to Network for Success and Find the Right Local Church(es) to Work With

Reflect

- Who do we currently work with?

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- Do we have key goals and objectives with those partners?

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- Are those key goals and objectives being reached or not?

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Respond

- What are the key criteria our church will use when considering who to work with?

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- Some criteria to consider:

- Proximity
- Theology (same or similar denomination)
- Existing relationship (e.g., missionaries sent from the church)

- Some criteria to consider:

- Be aware of potential cross-purposes (one team can't score in both goals, e.g., agency vs. church).
- Be aware of our dependency on English speakers (best English doesn't always mean best partner).
- Denominational church expressions vary with culture.

What to Do: Equip and Empower Local Indigenous Efforts

Reflect

- What activities have our church members done in the past while on short-term trips?

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- What is the lasting value of those activities (will the ministry continue to grow and be effective without us)?

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Respond

- What activities could our church members do to empower locals?

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- Some Cautions:

- Be aware of developing dependent relationships (dependency is the opposite of empowerment).
- Focus on ministry effectiveness in the field (as opposed to what your church members receive by their going).

Transitioning Your Church

Reflect

- What transitions do you want to make?
 - In your local mission program?

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- In your global mission program?

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Evaluation and Adjustments

1. Review this planner with your pastor before starting the implementation of PEACE in your church.
2. Re-evaluate every three months and re-use this planner as needed.
3. Review updates with your pastor.
4. Repeat the above process at least once a year.
5. For assistance on developing The PEACE Plan at your church contact PeaceChurch@saddleback.com.



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