

# MEMBER CARE GLOBAL BRIEFING

A Communiqué of Global Member Care Resources (MemCa)

June 2005

Issue 14

**Greetings:** Welcome to the *Member Care Network Briefing*. We are sending this communiqué to around 1500 people who are actively involved in member care. Included are members of regional and national task forces, people who oversee member care related ministries, member care practitioners, and several mission/church leaders. The newsletter is a service of *Global Member Care Resources* (MemCa) which is part of the WEA Missions Commission. We send the Briefing three times a year, and include important updates and analyses regarding member care. It helps to further link us together as a growing, international member care community. We encourage you to save this *communiqué* for future reference and to share it with your colleagues. Please also feel free to submit material for us to include. Note that all of the *Briefings* are also available in an attractive format to read/download on our MemCa web site <[www.membercare.org](http://www.membercare.org)>.

## **Contents**

### **DEVELOPING MEMBER CARE**

### **MemCa Updates: Four Directions**

### **PROVIDING MEMBER CARE** Member Care Consultations: Hong Kong, Europe, Indonesia

### **Headington Institute: Online Courses to Support Humanitarian Workers**

### **MOSS: Mission Outreach Support Services (Internet)**

### **ESSENTIAL RESOURCES** Human Resource Development and Cultural Orientation Books

### **Reentry and Debriefing Books**

### **Book Review: Five Dysfunctions of a Team**

### **SPECIAL ISSUES**

### **Restoring Fallen Colleagues**

### **FUTURE DIRECTIONS**

### **Mobile Member Care Team: Expansion Possibilities**

### **UPCOMING MEMBER CARE EVENTS**

We begin this issue of the *Briefing* by summarising four directions—priorities—for our Global Member Care Resources group (MemCa). For the last year MemCa has been undergoing a self-study on how best to structure ourselves and contribute to mission/aid work. Additional information will be placed on our new, upgraded web site, which is due to be running by the end of this month ([www.membercare.org](http://www.membercare.org)). Other features of this *Briefing* include Consultation summaries, two internet resources, several helpful books, organisational steps for discipline/restoration, and the latest plans for developing additional mobile member care teams. We appreciate your suggestions to help us make the *Briefing* as useful and relevant as possible. Thanks! Remember, that as we go through the challenges of life and our work, nothing can separate us from the Lord and His deep love for us.

## **DEVELOPING MEMBER CARE**

### **MEMCA ADJUSTMENTS AND FOUR DIRECTIONS**

In April 2005 the MemCa Leadership Team met in Germany to review suggestions over the past year for adjusting our structure and direction. Here are a few highlights, specifically related to who we are and what we are doing.

“MemCa is a partnership of member care networks (regional and speciality) which develops resources to help support mission/aid workers. The networks connect to MemCa via their leaders/liaisons who are part of MemCa (25 people). A special focus is on workers/sending groups from the A4 regions (Africa, Asia, Arabic, America-latina) and those working among UPGs (unreached people groups).

We recognise that there are people around the world involved in member care who wish to stay in touch with MemCa. The intention is that they will connect through the regional or speciality networks. They will receive information on the wider member care scene through these networks, MemCa website, or through the *Global Briefings*.”

We have identified four “clusters of projects”—Four Directions—which reflect our MemCa values and priorities.

#### **Direction One: Strategic Gatherings (Connections)**

##### **Global Faces:**

Helping influential member care practitioners from the A4 regions connect with international member care colleagues at specific consultations around the world, including UPG partnership consultations, and vice versa.

**Field Faces:**

Small member care teams which visit A4 field workers among UPGs.

**Direction Two: Strategic Information (Communication)**

**Web Consortium:**

a core group of member care organisations working together to form a “web of web sites” each with their own distinctive emphases; special focus on funding a consultant to regularly upgrade/update our MemCa web site (with 10 content areas).

**Communication Co-ordinator:**

- a. every one-two months, a global member care update or events and resources is sent out from different regions and nations; the co-ordinator gleans news from these sources, for the web site
- b. three times a year, the MemCa *Global Briefing*, 10 pages, sent to 1500+ people electronically.

**Direction Three: Strategic Training (Development)**

**Scholarships for A4 Workers:**

- a. Trauma course for pastors/Christian workers that had traumatic experiences, often related to religious liberty violations (translating workbook into different languages)
- b. Sharpening Your Interpersonal Skills course/facilitators course (workbook in 10 languages).

**On-line Member Care Course:**

Ten topic areas and a “virtual faculty” to interact with participants.

**Direction Four: Strategic Materials (Publications)**

**Translation:**

Funds to help translators as they work on translations into Chinese and Arabic of specific pastoral care/member care resources; and then to distribute such resources.

**Books and Articles:**

- a. Compile/distribute a co-edited book of international case studies in member care.
- b. Write and give input on various articles and guidelines (e.g., Ethics/MCW guidelines)

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## PROVIDING MEMBER CARE

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### HONG KONG CONFERENCE

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adapted from *Psychology for Living* article, Narramore Christian Foundation, Spring 2005)

Kathy Narramore and Kelly O'Donnell were the keynote speakers for two counselling/member care conferences, held in Hong Kong February 2005. The first conference was at the WeCare Center located in the heart of downtown Hong Kong. More than 60 Chinese mission and church workers with responsibilities for serving mission personnel attended the first conference. As a specialist in mission member care who grew up as an MK in China, Kathy was invited to assist the Chinese mission leaders in developing better ways of supporting their missionaries spiritually and emotionally. She addressed the group on “Caring For Missionary Families” and “Cultivating a Caring Community.” Kelly shared on “Models for Member Care” and “Practical Principles of Care.” Kathy and Kelly were joined by other speakers working in the Hong Kong area.

The second conference was primarily for English/Chinese speaking counsellors working with both Chinese and Western mission personnel. About 60 people also attended. Kathy addressed those leaders on “The Practice of Pastoral Member Care” and “The Relational and Emotional Ingredients of Effective Member Care.” A major theme of Kathy's presentations was that mission personnel should not have to choose between their ministries and their families. Instead, they should see their families as a wonderful model for ministry. If missionaries relate to their families in loving, sensitive, supportive ways, they will probably relate to everyone they minister to in similar ways. Kelly addressed these areas: “Models and Types of Member Care,” “Practical Principles of Member Care,” “Crisis and Contingency Management for Missionaries,” and “Practical Tools in Field Counselling.”

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### EUROPEAN MEMBER CARE CONSULTATION V: CARE ACROSS CULTURES

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Rehe, Germany, was the site of the fifth European Member Care Consultation. Over 150 participants came to connect and explore the conference theme of “care across cultures.” “Cultures” were defined broadly to include national, organisational, disciplinary, and generational areas. The opening plenaries were on member care overviews/updates, presented by Marion Knell and Harry Hoffmann, and Michèle and Kelly O'Donnell. Andrzej

Turkianic from Schloss Mittersill in Austria gave a plenary on current realities in Europe as they relate to member care and Christian living/witness. The reality of organisational health as a major contributor to staff longevity, was emphasised in the plenary by Detlef Blocher, who reported on the results of the WEA ReMAP 2 study. Sally Smith shared on the AIDS pandemic, and the practical implications for mission agencies and member care. John Fawcett gave the final plenary focussing on how the Christian member care community and the secular NGO community can connect and work together. The Consultation was marked by a profound sense of community and spiritual fellowship. The next Consultation is being planned for 2008.

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## **INDONESIA MEMBER CARE CONSULTATION II**

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Jakarta was the location chosen for the second national member care consultation. Grace Alag with the Asian Centre for Missions in Manila and Kelly O'Donnell were the main speakers. The 30 participants interacted on a variety of topics, including stress management, good practice principles, crisis care, pastoral and spiritual development, and team building. All the presentations were translated into Bahasa Indonesia (including written materials). Two themes that seemed particularly relevant were caring for Christian workers who were involved in the tsunami mass disaster, and supporting Christian workers in the face of persecution, death threats, and other human rights violations.

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## **HEADINGTON INSTITUTE: ONLINE COURSES TO SUPPORT HUMANITARIAN WORKERS**

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Here are five on-line courses currently being developed by the California-based Headington Institute. For more information visit the web site [www.headington-institute.org](http://www.headington-institute.org).

### **Module 1: Understanding and coping with traumatic stress**

Humanitarian work is physically and emotionally demanding, and many humanitarian workers struggle to find a healthy balance between the demands of the work and the need to pay some attention to their own well-being. The goal of this module is to provide an overview of traumatic stress as it is related to humanitarian work, and helpful coping strategies for dealing with it.

### **Module 2: Trauma and critical incident care**

International humanitarian work in the current global context is an inherently dangerous undertaking. Whether it is the result of natural disaster, civil conflict, or domestic crime, few humanitarian workers escape without becoming a target of violence or witnessing violence and its aftereffects. The goal of this module is to explain trauma reactions and explore how to best care for yourself and others after a traumatic event.

### **Module 3: Re-entry issues and work-life balance**

Humanitarian workers who are regularly deployed on international assignments face a number of challenges associated with re-entry at the conclusion of an assignment (whether that assignment has been for two weeks in the Sudan, two months in Afghanistan, or two years in Indonesia). The goal of this module is to explain re-entry stress and explore coping strategies for dealing with it.

### **Module 4: Coping with vicarious trauma**

Vicarious trauma is inherent to humanitarian work. Humanitarian workers in all roles regularly hear distressing stories and face the realities of violence, poverty and disaster. This second-hand exposure to suffering and violence places humanitarian workers at high risk of experiencing some form of secondary traumatic stress response. The goal of this module is to explain the process leading to vicarious trauma and explore coping strategies for dealing with it.

### **Module 5: Humanitarian work, traumatic stress, and spirituality**

It is almost impossible to do humanitarian work without it affecting your worldview and spirituality, your sense of what is important to you in life, and where you draw your strength and hope from. The goal of this module is to help humanitarian workers explore how their chosen career has impacted their values and spirituality, and how they can prepare to meet spiritual challenges and grow from them.

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## **MISSIONARY OUTREACH SUPPORT SERVICES (MOSS)**

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Mission Outreach Support Services (MOSS) is an organisation under the leadership of the Regent University Doctor of Psychology program. MOSS seeks to serve Christian Mission personnel and their families, both at home and abroad, by providing internet-based consulting and psycho-educational services. Psychological trainees provide the services under the supervision of licensed psychologists and in the context of a Christian worldview. All consultations are in the English language and are best suited for individuals with a Western background. The consulting and ethical standards espoused by the faculty and trainees in the MOSS program are equivalent with the recommendations of the American Psychological Association. The services are offered at a reduced rate to provide missionaries with quality care that they can afford to use while serving on the mission field. Visit us at [www.missionaryoutreach.net](http://www.missionaryoutreach.net) or send an email to [glenmor@regent.edu](mailto:glenmor@regent.edu)

Our Services: Our website allows mission personnel and their families to access:

Private, secure, encrypted, email consultation regarding mental health issues

Information regarding common psychological struggles

Links to other relevant agencies and information

Consultation: Mission personnel can engage in email consultation services by simply visiting our website and clicking on the “use our services” link. After a couple of easy steps, they will be introduced to their consultant and will then start the email process.

Confidentiality Mission personnel can be assured that all consultation services are private. Each email is secure, encrypted, and password protected.

Fees: Since MOSS is a web-based training program, our fees are extremely reasonable. Consultation services are \$10 and are charged to a credit card.

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## ESSENTIAL RESOURCES

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### HUMAN RESOURCE DEVELOPMENT (HRD) AND CULTURAL ORIENTATION BOOKS

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(available from The Society for Human Resource Management—[www.shrm.org](http://www.shrm.org)):

- HRD IN THE AGE OF GLOBALIZATION

Explores HRD global trends and learning programmes in 12 geographic regions.

- MANAGEMENT WORLDWIDE: DISTINCTIVE STYLES AMID GLOBALIZATION (2<sup>nd</sup> edition)

For international managers, technical specialists, expatriates or 'parachutists' who do field visit, and for those who want to study business and management operations in different societies.

- MIND YOUR MANNERS

Helps to understand and practically relate in 33 different business cultures; also has chapters on diversity, body language and negotiation.

- GLOBAL ETIQUETTE GUIDES:

ASIA, EUROPE, AFRICA AND THE MIDDLE EAST, MEXICO AND LATIN AMERICA

These five books (available individually) help to understand, appreciate, and manage cultural differences, in the context of international business relationships.

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### DEBRIEFING AND REENTRY BOOKS

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Compiled by Debbie Lovell-Hawker

- Fawcett, G. (1999). *Ad-mission: The briefing and debriefing of teams of missionaries and aid workers*. Harpenden, England: Self-published. Available from the author. Email: [gawcett@oval.com](mailto:gawcett@oval.com).
- Jordan, P. *Re-entry*. Seattle: YWAM.
- Knell, M. (2001). *Families on the Move*. London: Monarch Books.
- Lovell-Hawker, D. (2004). *Debriefing aid workers: A comprehensive manual*. London: People In Aid.
- Lovell-Hawker, D. (2005). *Working through trauma: Supporting staff responding to disasters*. London: People In Aid.
- Pascoe R. (2000). *Homeward Bound: A spouses guide to repatriation*. North Vancouver, BC: Expatriate Press.
- Pirolo, N. (2000). *The reentry team*. San Diego, CA: Emmaus Road.
- Pollock DC, Van Reken RE. (1999). *The third culture kid experience: Growing up among worlds*. Yarmouth, Maine: Intercultural Press.
- Storti C. (1991) *The art of coming home*. Yarmouth, ME: Intercultural Press; 1991.
- Stratton, E. (2003). *Famine and face packs: The realities of relief work*. Carlisle: Lifestyle.

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### BOOK REVIEW: THE FIVE DYSFUNCTIONS OF A TEAM: A LEADERSHIP FABLE

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by Patrick Lencioni (2002), Jossey-Bass ([www.josseybass.com](http://www.josseybass.com)) ISBN 0-7879-6075-6

Reviewed by Kelly O'Donnell

This book is a breath of fresh air. It is easy to read, easy to grasp, and easy to remember. The narrative style—the first half of this book—is enjoyable, indeed novel. And the second half, dealing with a five-part model for team health/dysfunction, is very practical and relevant. Lencioni has done his homework and has woven together several

other core points from key North American books. I can see some of *Built to Last* in his writings. And I see large doses of *The Wisdom of Teams* in it.

Lencioni's five part model starts with the necessity of building trust, then engaging in constructive conflict/discussions, making appropriate commitments, embracing accountability, and scrupulously attending to results/performance. Each part builds on the other, and a deficit in any one of them will wreak havoc on a team. The book also provides a quick assessment tool to help teams look at how they are doing in these five areas, and offers many concise suggestions to both team leaders and members for overcoming dysfunctions. Throughout the book, Lencioni appropriately points out the difficulties in creating and maintaining healthy teams, and states such teams are the exception rather than the rule.

Some weaknesses. First, so much of this book resonates with how I, as an American (albeit one who has been living in Europe for the last 20 years), PREFER to conceptualise teams and work in teams: open, direct communication; committed; egalitarian relationships. Yet like all of us in teams, we must be careful to distinguish between our own preferences and those of others. So the main issue I have with the book is the cross-cultural application of Lencioni. Especially when it comes to understanding how those from other cultures—including organisational, gender, disciplinary, and generational cultures—do teams differently. This is especially true in the areas of negotiating "power distance/respect" between leaders and members, and tolerance for diversity/open expressions of opinions in discussions. I think though one could argue that the author's five points in his model are at least very relevant for most cultures, but the specific applications are different. In fairness to the author, it must be remembered that he is not writing for the international community, although his books are circulating widely. So the material must not be applied uncritically.

A second main issue for me is the reality of people within the same culture, having different preferences for discussing, being transparent, doing mutual accountability etc. A couple references in the book to the relevance of the Myers-Briggs for understanding different styles, do not do adequate justice to this important reality. Some do not share as readily as others, and process things differently from other colleagues, of course. Which often means that the most articulate and verbal influence their teams the most. And this puts others (and their input) at a disadvantage. Further when those "others" are from a different culture, the team language is a second or third language for them, and they may be dependent in some ways (financially?) on the other more verbal folks, than we see what happens all the time in multi-cultural interactions/groups/organisations—cultural domination, even if it is not "intentional or malicious".

A third and final issue for me is that Lencioni emphasises the importance of "debate", of openly discussing important ideas and issues of an ideological rather than personal nature. In practice however, it is not always so easy to separate the personal from the ideological. I prefer the idea of CONNECTION and discussion as being central to the group interaction process. Not DEBATE and discussion which Lencioni seems to emphasise. Debate sometimes happens as do passionate exchanges, but not all the time. Nonetheless I do appreciate the author trying to free us up from just being nice with each other when honesty and confrontation are more important (note that confrontation does not mean rebuke). Maybe the common denominator for the author and myself could be called a) "responsible authenticity", which acknowledges that personal disclosures must consider our spontaneity/transparency in light of the best interests of the group, and b) "realistic connection" which acknowledges the different levels of relationship/connections within teams—not everyone is a confidant/intimate nor needs to be.

In summary, I really appreciate this creative book and recommend it widely, in light of the three previous caveats. Here are a few additional questions that the book stimulated for me:

- ◆ What are some core guidelines that need to be put into place to help teams function well—like a common understanding of team functioning (e.g., Lencioni's model), conflict guidelines, confidentiality, consensus guidelines etc. Consensus and confidentiality, can be done very differently of course, and they are not dealt with in any detail in the book.
- ◆ What to do when leaders and members of teams are themselves dysfunctional and there is little leverage/power to do anything about it. Or no one can see clearly what is really going on. So when the issues are not just "ideological" as Lencioni says, but involve more problematic, personal struggles.
- ◆ What to do once trust in teams is shattered. It is so easy to break and destroy trust. Team building often seems more like team REbuilding. I like to distinguish between "functional" trust—this needs to be ASSUMED usually in our working relationships, and "foundational" trust which has to be EARNED, over time and specifically over hard times together (when push comes to shove, I am in this relationship for your best interests and our mutual interests).
- ◆ What do we do about virtual teams, where having a few days together "off-site", as Lencioni strongly encourages for teams working in physical proximity, is not an option, and rather being "out of sight" is the modus operandi.
- ◆ What do we do with significant impasses on teams, and especially where there is not really an executive function (which there was in the book) readily available to cast the deciding vote.

- ◆ What to do when “politics” is so pervasive in group and organisational life. Lencioni has a stimulating, one-sentence definition of politics: “Politics is when people choose their words and actions based on how they want others to react rather than based on what they really think” (p. 88).

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## SPECIAL MEMBER CARE ISSUES

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### **The Way Back – Restoring Fallen Colleagues**

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Laura Mae Gardner, D.Min

Under what circumstances can a person who has sinned greatly or committed a moral lapse be restored to full membership and a position of visible responsibility?” It would seem that some consideration of at least the following three steps ought to be included:

#### ***Step I. Discipline***

The [leadership within the organisation] ought to institute some form of discipline. This would not be counselling at this point. It would probably involve some change in status, some public statement, some loss of position or the like. It may or may not include reporting to the member’s home church.

#### ***Step II. Recovery***

##### **Repentance.**

The circumstances surrounding the coming to light of the sin--was it confessed in response to the prompting of the Holy Spirit, evidencing that the person is responsive to God and wants to live a holy life, no matter what the cost, and at all cost being free from the burden of guilt or sin? Or is this sin one in which the person was ‘caught,’ in which case the tears might well be tears of remorse, the shame and embarrassment of exposure? I think in this case the person’s repentance is in serious question, and should be held tentatively.

##### **Restitution.**

Does the person demonstrate awareness of the pain his sin has caused others, and has he taken all possible steps to make amends and bring healing to those he has hurt? This would mean he has “owned” the sin--he is the one who did this, and it is his responsibility to help his victims as much as possible. (His willingness to enter into restitution in the event of getting caught rather than confessing the sin will be one way to measure true repentance.)

##### **Rehabilitation.**

The person is willing to take a hard look inward and try to identify the areas of vulnerability and susceptibility in his or her own life to see what triggered the sin, where he or she needs to be careful in the future, and how he or she can strengthen his own life. (Again, one’s willingness to engage in this sort of thing will be a manifestation of repentance.)

##### **Time.**

All of the above will take a good amount of time. This cannot be done overnight. Healing, developing self awareness, taking responsibility for behaviour and making matters right, developing biblical standards of right and wrong--all of this will take a substantial amount of time, and probably is best engaged in the company of, under the guidance of a godly counsellor. This counsellor will pay attention to the impact on the spouse of the perpetrator, since this person may be either part of the problem, or a deeply injured party. Healing will need to go on in this area too.

##### **Willingness to re-earn credibility.**

People will naturally (and rightly) be sceptical, and have a ‘show me’ attitude, and the person who has sinned must not condemn them for it but on the contrary, must be willing to take whatever steps and time is necessary to win back the respect and trust of others.

Far too often, we see the person who has sinned becoming very angry at others for ‘not forgiving him’ or for imposing some discipline. This certainly does not demonstrate a repentant heart or a ‘broken and contrite spirit.’ It does not evidence an ownership of the sin, or an awareness of how much the person has harmed others or brought shame on the Lord’s name or on the organisation.

Without these five elements, I do not see how a person who has, committed a moral sin can expect to be fully restored to a position of visible responsibility. If he was ‘caught’ so he did not confess his sin, there is all the more reason to demonstrate repentance by diligently working on the other four aspects of his recovery.

#### ***Step III. Restoration.***

Gal. 6:1 does command the body to work for restoration. Exactly what restoration means--does it mean a full return to status, position and privilege? I am not sure. Many leadership responsibilities are based on earned trust gained through character and proven trustworthy godliness, and this has been destroyed. It is doubtful whether the person can ever fully gain back the original confidence of his followers; certainly the only means of doing that is through a demonstration of godly sorrow, repentance, and a humble walk with the Lord in obvious dependence on Him, along with relationships of accountability, and strategies for maintaining spiritual vitality and holiness.

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## FUTURE DIRECTIONS

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### MOBILE MEMBER CARE TEAM – EXPANSION

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Where are you heading in member care? And where is the member care field heading? There are so many ways to contribute, to get involved, and to find a good fit between ones call/gifts and the many needs/opportunities. Here is an example from the Mobile Member Care Team-West Africa.

The Mobile Member Care Team (MMCT) recently had a Think Tank in Europe to look towards the future of the MMCT ministry. The Global Advisory Board was joined by the three West Africa MMCT staff, two West Africa Governing Board members and a few consultants. This group of 14 met for three days with the following purpose:

- To reflect on the journey of MMCT and to prayerfully and creatively evaluate, clarify, affirm, refine, and articulate anew its current direction and future plans.
- To set aside time and gather the right people to give God the chance to break into the MMCT journey with any fresh thinking, vision, goals, and strategies He might want to introduce.
- To envision and plan for the expansion of MMCT services to other regions of the world.

We began with a review of what has happened since the first team of three staff began in West Africa five years ago. It was encouraging to recall the many ways the Lord has helped the team to see the MMCT vision fulfilled. The vision of MMCT-West Africa is: We envision communities of missionaries in West Africa who are able to withstand life's traumas and challenges, supported by a network of peers equipped to respond to crises, with a mobile team providing training, consultation, on-site response and referral. We stopped and gave thanks to the Lord for His goodness to us and then continued our review of the past so as to extract the lessons learned and recognise the key principles and strategies that have contributed to the success of this ministry. The distinctives of MMCT that we identified were:

- Focus on crisis or chronic stressors care
- Community development model –facilitating and equipping the community to care for itself across organisational lines
- Strong regional Governing Board providing oversight, direction, promotion
- Proactive training of peer responders and leadership
- Residential presence in the region with a base, but often mobile
- Inter-mission team and inter-mission Governing Board

Next we did a general review of the world in terms of crises happening to cross-cultural workers and the member care resources available to them. We prayed over this review and asked the Lord to guide our thinking as we chose three possible areas to consider as new team locations. We identified three areas as possibilities in this order of priority: Central Asia, North Africa, and Central Africa. For Central Asia and North Africa we drafted tentative five-year action plans for how to proceed.

We also discussed the infrastructure needed to support this expansion and are in the process of forming an International Governing Board, which will give oversight to the expansion efforts and the development of international administrative services. We are very grateful to the Lord for His clear guidance during our Think Tank gathering. Please pray with us as we follow Him. Thanks. For more information about the Mobile Member Care Team, see our website: [www.mmct.org](http://www.mmct.org)



## UPCOMING MEMBER CARE EVENTS

June 13-17, 2005, Dallas, US Member Care in Crisis Situations Workshop <a href="mailto:intl@wycliffe.org">intl@wycliffe.org</a>	June 15-24, Germany Multicultural Teams Course (in English) - CIU -contact: <a href="mailto:ccrouse@aem.de">ccrouse@aem.de</a>	June 21 2005, Switzerland MEMBER CARE FOR PROFESSIONALS Email: <a href="mailto:seminare@sonnenhalde.ch">seminare@sonnenhalde.ch</a>
June 26, Fuller , USA The Call to Care: A Vision for the Future of Missions member care <a href="mailto:Hana_shin@cp.fuller.edu">Hana_shin@cp.fuller.edu</a>	July 18-20, Malaysia Healing Life's deep wounds <a href="mailto:joininghands@globalministryteams.org">joininghands@globalministryteams.org</a>	August 1-5, 2005, East Sussex, UK RESTORING YOUR SOUL, UK <a href="mailto:info@penhurst.org.uk">info@penhurst.org.uk</a> < <a href="http://www.penhurst.org.uk">http://www.penhurst.org.uk</a> >
August 30-Sept. 6 Multicultural Teams Workshop in Miango, Nigeria, contact: <a href="mailto:niyibarbel@yahoo.com">niyibarbel@yahoo.com</a>	September 1-2, 5-6, Taichung, Taiwan Trauma seminar <a href="mailto:tmfccg@ms62.hinet.net">tmfccg@ms62.hinet.net</a>	October 2 - 5, Middle East MC Consultation <a href="mailto:memc@pobox.com">memc@pobox.com</a>
Oct. 13-18 - Multicultural Teams Workshop in Jordan, contact: <a href="mailto:jbns@comego.org">jbns@comego.org</a>	October 20-27, 2005. SOUTH AFRICA RETREATS FOR SINGLE MISSIONARIES E-mail : <a href="mailto:OfficeMET@aol.com">OfficeMET@aol.com</a>	November 17-20, 2005, USA Mental Health and Missions Conference <a href="mailto:toni@mti.org">toni@mti.org</a>
Nov 23-26, Chiangmai, Thailand International Children's educator conference. <a href="mailto:acsireg@samassist.com">acsireg@samassist.com</a>	Jan. 9-13, 2006 Fresno, US Building Skills for Member Care with Excellence <a href="mailto:KenRoyer@aol.com">KenRoyer@aol.com</a>	

The *MemCa Briefing* is compiled and edited by Kelly O'Donnell and Harry Hoffmann on behalf of Global Member Care Resources (MemCa). MemCa is an affiliation of 20-25 international colleagues committed to help develop member care resources within the mission/aid community. Our members come from different organisations and churches, and represent various geographic and speciality networks in member care. We are a "partnership of networks" and the networks connect to MemCa via their leaders/liaisons who are part of MemCa. Our special emphasis is on working together and with others to support personnel from the A4 regions (Asia, Africa, Arabic, America-hispana), and those working among UPGs (unreached people groups). Members are also committed to provide personal and work-related support for each other as needed. Our growing friendship and Christian fellowship provide the foundation for our joint work. MemCa is part of the World Evangelical Alliance (WEA) Mission Commission.

MemCa Website: <http://www.membercare.org>  
 Email: [WEF-MCNB@yahoogroups.com](mailto:WEF-MCNB@yahoogroups.com)  
 Subscribe: [WEF-MCNB-subscribe@yahoogroups.com](mailto:WEF-MCNB-subscribe@yahoogroups.com)  
 Unsubscribe: [WEF-MCNB-unsubscribe@yahoogroups.com](mailto:WEF-MCNB-unsubscribe@yahoogroups.com)  
 Problems or Questions: [Harry@solic.net](mailto:Harry@solic.net)