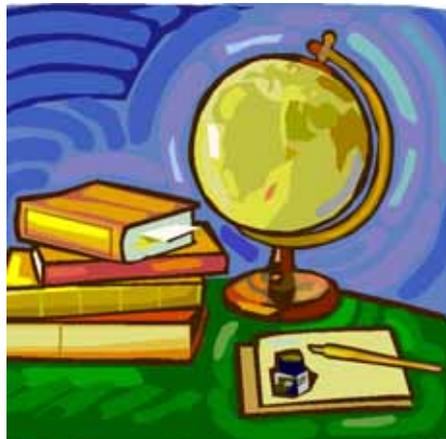


2009 edition



CBM Handbook

A Handbook for Trustees, Committee Members,
and Workers



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Section 1. CBM Structure

1.1 Committees

Council

Membership of CBM Council is decided at the Annual General Meeting held on the last Saturday of June.

Nominations for places on Council can be made by ecclesias, CBM Committee members and other CBM workers. Those nominated must be members of UK ecclesias meeting according to the BASF. A minimum of 12 brethren make up the Council but this can rise to 15 if required.

Council Members are required to retire after three years service but they may stand for re-election immediately. This is achieved by one third of Council retiring each year. All ecclesias are invited to attend the AGM and vote on the nominations. The various Office holders are appointed by Council. The Chairman must be elected annually; other Offices are reviewed according to circumstances.

Legal obligations

The CBM is a registered charity (No 1020558) and a Company Limited by Guarantee (No 2796412). When brethren are elected to Council they become Directors of the Company and thus Trustees of the Charity. The legal responsibilities of these roles are broadly similar and can be summarised in the following comments which have been extracted from the Charity Commission's booklet *Responsibilities of Charity Trustees*. A full copy of this booklet will be given to each person elected to Council, but anyone wishing to read it in advance may obtain a copy from the Treasurer.

a. Who are the Charity Trustees?

Trustees are the people responsible under the charity's governing document (the *Memo-randum and Articles of Association of the CBM*) for controlling the management and administration of the charity, regardless of what they are called. For instance, in the case of an unincorporated association the executive or management committee are its trustees, and in the case of a charitable company it is the directors who are the charity trustees.

b. What are the qualities needed to be a trustee?

Trustees:

- must be prepared to give time to the efficient administration of the charity and the fulfilment of its trusts;
- should be selected on the basis of their experience and skills and must be prepared to take an active part in the running of the charity;
- should realise that trusteeship carries legal duties and responsibilities, some of which are given in the next section.

c. Some duties and responsibilities

Trustees must:

- Act reasonably and prudently in all matters relating to the charity and must always bear in mind the interests of the charity;
- Take a long-term as well as a short-term view;
- Not derive any personal profit or gain from the charity, although reasonable and necessary out-of-pocket expenses may be paid;
- Ensure that full and accurate accounting records are kept;
- Ensure that income is spent solely for the purposes set out in the charity's governing document or the Trustee Investments Act 1961;
- Ensure that any fund-raising activity carried out by or on behalf of the charity is properly undertaken and that all funds are properly accounted for.

d. Limit of liability of Directors

The Christadelphian Bible Mission is a Company Limited by Guarantee.

Liability in the event of the Company being wound up is limited to £1 per Director.

Financial Controls

a. Income

All income to the CBM:

- shall be sent to the Treasurer and banked in the authorised Bank Account;
- shall be recorded in the financial records and allocated to the various funds.

b. Expenditure

All expenditure of the CBM:

- shall be requested by Committee Secretaries/Link Men on 'Pink payment request

forms' or by e-mail according to a budget agreed by Council;

- shall be paid by the Treasurer (in the event of the Treasurer being ill or unavailable the Chairman or Secretary is empowered to sign cheques);
- shall be recorded in the financial records and allocated to the various funds;
- expenditure on halls and buildings shall be specifically approved by Council for each and every project/scheme.

c. Budgets

Annual Budgets:

- proper and realistic estimates of expected income and expenditure shall be made for each financial year and should be regularly reviewed throughout the year;
- shall be prepared by Committees and agreed by Council, and spending shall be kept within those agreed limits except where otherwise authorised by Council during the year.

d. Statements of Account

Statements of Account:

- shall be prepared regularly throughout the year and presented to Council;
- shall compare expenditure with approved budgets;
- shall analyse funds where necessary (e.g. Project Aid Accounts).

Area Committees

Area Committees are formed to manage CBM activities in the parts of the world where CBM is active. Membership of these Committees is by appointment from Council, usually based on recommendations from the Committees themselves. Members are appointed to take responsibility for the work in each country in the Area – these are the Link Men.

There are four Area Committees: East Africa, East Europe, West Africa, West Europe.

Each Area Committee is required to submit an annual budget to Council. When this has been agreed the administration of the budget is the responsibility of the Area Committee. The funds cover correspondence work, visits to countries within the Area and support of the ecclesias in those countries. Welfare needs are not included.

Each Area Committee is responsible for promoting the work of preaching within its Area. This will involve the establishment and maintenance of correspondence teams, making visits to contacts, supporting and advising ecclesias and looking after welfare issues that arise.

Welfare Committee

The Welfare Committee covers all areas of operation and is made up of the Welfare Secretary, the Chairman, the General Secretary and the Treasurer. Requests for welfare are usually raised by members of the Area Committees (i.e. the Link Men) for the countries in which they operate.

The Committee rarely meets formally and all issues are considered and dealt with by telephone or e-mail according to long-established principles (see Welfare Guide, Section 3). Requests raising exceptional issues are referred to Council.

A nominal budget is set for this part of CBM work but it is in the nature of the work that events dictate funding requirements.

Correspondence teams

These teams operate through the initiative of the Team Leader. Each team is focused on a particular country and there is a close liaison between the Team Leader and the Link Man responsible for that country. Recruitment is done by the Team Leader who also coordinates the activities of the team. This includes placing advertisements, distribution of courses and literature and the maintenance of records relating to those being instructed. Funding of these activities is covered by an allowance in the Area Committee budget.

Publicity

In order to keep ecclesias informed of CBM activities and to promote the work carried out in many countries of the world it is necessary to arrange various kinds of publicity activities. These include publicity meetings, distribution around the ecclesias of *Mission News*, the maintenance of a CBM web site, and the annual publication of the CBM Guide.

Literature

A large part of CBM work is conducted through postal teaching. Accordingly, Bible courses are available for this purpose together with supporting leaflets and booklets on all first principle topics. These are maintained and reviewed by the Literature Agent and mostly stocked at the Christadelphian Office.

1.2 Office holders

Definition of responsibilities

Chairman

Appointed annually by Council.

Responsibilities

Act as central pivot for all CBM activities.

Maintain awareness of activities in all areas.

Liaise with other members of Council when appropriate.

Ensure that Area Committees broadly follow policy defined by Council.

Essential Experience

Familiarity with CBM functions and mission field conditions.

Administrative ability.

Time Commitment

Attend 4 Council meetings in a year, plus Area Committees when necessary.

Approx 10 hours per week.

Secretary

Responsibilities

Call Council meetings, record minutes of the meetings and distribute to Council members.

Maintain awareness of activities in all areas.

Develop and promote CBM policy where necessary.

Liaise with Chairman as required.

Distribute to ecclesias all paperwork relating to AGM (administered jointly with Treasurer).

Essential Experience

Familiarity with CBM functions and mission field conditions.

Administrative ability.

Time Commitment

Attend 4 Council meetings in year, plus Area Committees when necessary. Approx 10 hours per week.

Treasurer

Responsibilities

Receive income from ecclesias, individuals and others (e.g. legacies).

Make payments to CBM workers as required.
Administer all CBM financial matters.
Prepare quarterly and annual accounts.
Be aware of Charity Commission and Companies House requirements.
Prepare statutory annual returns.
Report financial position quarterly to Council.
Prepare annual budgets.

Essential Experience

Accountancy qualifications and administrative ability.

Time Commitment

Attend 4 Council meetings in a year. 25-30 hours per week

Welfare Secretary

Responsibilities

Keep abreast of welfare issues in all areas.
Advise Link Men of welfare policy.
Receive welfare requests from Link Men and process for payment by Treasurer.
Liaise with Chairman, Secretary, Treasurer and Area Secretaries as necessary.
Keep the brotherhood aware of welfare matters.

Essential Experience

Familiarity with CBM functions and mission field conditions.
Administrative ability.

Time Commitment

Attend 4 Council meetings in a year, plus Area Committees when necessary.
Up to 20 hours per week.

Area Secretary

See Section 2.1.

Approx 10 hours per week.

The Bible Missionary Magazine Editor

Responsibilities

Procure articles and other material suitable for the magazine.
Plan ahead relevant series.
Liaise with ACBM and CBMA colleagues.
Keep abreast of developments in mission areas.
Consult Area Secretaries and Council members concerning material submitted.
Liaise with printer and distributors.

Essential Experience

- Familiarity with CBM functions.
- Knowledge of word processing on computer.
- Ability to write and edit.

Time Commitment

- Attend 4 Council meetings in a year, plus Area Committees when necessary.
- 20 hours in first two weeks prior to publication.
- Approx 10 hours per quarter to procure material.

Publicity Secretary

Responsibilities

- Maintenance of CBM web site.
- Production of CBM Guide in readiness for the AGM.
- Production of *Mission News* twice yearly.
- Organise other publicity and materials as required.

Essential Experience

- Computer and web site literacy.
- Communication skills.

Time Commitment

- 3 hours per week average.

Project Aid Coordinator

Responsibilities

- Review and collate proposals submitted by Link Men via Area Committees.
- Allocate PA numbers and circulate Project List to prospective sponsors.
- Match projects with donors.
- Monitor progress and pass on thanks to donors.

Essential Experience

- Administrative ability.
- Awareness of local needs and living standards.

Time Commitment

- Attend 4 Council meetings in year.
- Daily processing of postal and other communications.

1.3 Council membership

For current information, see the CBM Guide or CBM web site.

1.4 Countries of operation

East Africa

Angola, Egypt, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, Tanzania, Uganda, Zambia, Zimbabwe.

East Europe

Adriatic states, Belarus, Bulgaria, Central Asia states, Czech Republic, Estonia, Germany, Hungary, Latvia, Lithuania, Moldova, Poland, Romania, South Caucasus states, Russia, Turkey, Ukraine.

West Africa

Cameroon, Chad, Democratic Republic of Congo, Gambia, Ghana, Guinea, Ivory Coast, Liberia, Nigeria, Rwanda and Burundi, Senegal, Sierra Leone, St Helena, Togo.

West Europe

Austria, Belgium, France, Greece, Gulf states, Ireland, Israel and neighbours, Italy, Malta, Netherlands, Scandinavia, Spain and Portugal..

Section 2. Job Profiles

2.1 Area Secretary responsibilities

a. General

The Secretary should have a particular responsibility as far as the Area he serves is concerned, and is most probably and usually Link Man for a territory. He will be a member of CBM Council and will:

- Coordinate the activities of the Area with the other Link Men and Correspondence Team Leaders;
- Act as a link between other aspects of the Truth's activity and the CBM Area he serves;
- Ensure that all decisions and actions are followed through;
- Call regular Committee meetings (at least 4 per year) involving Link Men, Correspondence Team Leaders and any others involved directly in the organisation of the Area's activity as appropriate;
- Prepare and circulate reports, agendas and minutes of Committee meetings;
- Make appropriate arrangements for the meetings.

b. In relation to Council

- Support the preparation and presentation of the budget as per Council requirements;
- Ensure circulation of all minutes, correspondence, and reports from Territories as required, to both Area Committee members and Council;
- Ensure that all matters concerning building, welfare, and Project Aid are discussed and brought to Council as required;
- Ensure that all matters relating to personnel are brought to Council for approval;
- Draw matters of concern to the attention of Council, especially those that impact upon the rest of the community, such as matters of belief, fellowship and general concern;
- Seek approval for work on literature, booklets etc;
- Try to ensure that Committee Meetings coordinate with Council meetings so that

minutes and reports may be circulated in advance;

- Attend Council meetings (4 per year) and report back to the Area Committee any items likely to affect the Area's operations;
- Attend AGM of CBM;
- Try to ensure that Council policies etc are fully known to other members of the Area Committee.

c. Other duties

- Ensure that spending is in line with budget. Apply accounting trails throughout Committee activity, in particular by proper use of the 'Pink slip' system;
- Engage in CBM publicity activities;
- Prepare each year an Area Report for the CBM Annual Report;
- Deal with queries from others involved in other aspects of the Truth's work, as they affect the Area.

The priority must be missionary activity, as it must be for all who are involved in the administration of the Area. It is understood that occasionally it will be necessary to delegate some of the above responsibilities when for example a Committee meeting clashes with a visit.

2.2 Link Man responsibilities

Brethren and sisters in the country for which the link man has responsibility rely on him to represent and serve them through the various committees and members who make up CBM UK, so his responsibility is considerable.

a. Work in the mission area

The aim of CBM activity in any country is to encourage the spread of the Gospel and the spiritual growth of members. Wherever possible, brethren and sisters in the country should be encouraged to take increasing responsibility, both in the organisation and funding of ecclesial and inter-ecclesial activities, so that, should the Lord remain away and circumstances allow, they might eventually become independent of CBM. The link man should determine the most appropriate development plan for his country. It is acknowledged however that for some countries certain desirable activities, even if organised by local members, may not be possible in the foreseeable future without external funding by CBM.

As well as sharing in the tasks of all mission visitors, the link man has overall respon-

sibility for the organisation and carrying out of CBM work in the area (which he should himself visit at least once a year). The following are some of the areas covered by his responsibility:

Preaching

- proclaiming the gospel by all means judged to be appropriate and practicable (e.g. public talks, seminars, the dissemination of literature, correspondence work, advertisements);
- providing Biblical instruction for contacts and for members;
- encouraging all in the territory to read the Bible, providing Bibles where necessary;
- organising correspondence work.

Pastoral

- fostering spiritual growth and Biblical understanding among converts;
- encouraging ecclesial life and practical fellowship among converts, through shared study, witness and mutual care;
- providing reading and teaching material to help members both in their faith and worship;
- enabling members, as far as is possible and consistent with their experience, to organise their own affairs and to take responsibility for preaching;
- providing guidance and support to individual members in times of particular need or difficulty;
- handling welfare matters.

Administrative

- providing guidance in relation to such issues as baptismal interviews and baptisms, fellowship, marriages and funerals, the establishment of ecclesias, the handling of disputes between members, etc;
- providing suitable models or patterns for ecclesial affairs and for the conduct of meetings;
- liaising with public authorities, where the need arises (e.g. in matters such as registration or official recognition, conscientious objection);
- where appropriate, negotiating the hire, construction or purchase of ecclesial meeting places;

- any of these tasks may be delegated to others, but the Link Man carries the final responsibility, and care should always be taken to ensure that those to whom responsibilities are entrusted are capable of handling the situations that may arise (see Missionary Notes).

b. In relation to his team of workers

The link man needs to have an eye not only to immediate but also to future needs of the area for which he bears responsibility. He should in particular:

- form a subcommittee of others engaged in work in his territory and work with them in formulating and carrying out a preaching and pastoral strategy for the area. The subcommittee should meet at least twice per year;
- keep and circulate to the subcommittee full minutes of its meetings;
- ensure that all those undertaking mission visits are fully briefed and that after the visit they submit a report suitable both for the team, the Area Committee and the CBM Council;
- keep all members of the team informed of latest developments through the circulation of news and reports and provide address lists of brethren and sisters and contacts. It should be impressed upon team members, however, that this information is not for further circulation and must be used with discretion;
- encourage new workers to join in the work of the team and ensure that they are suitably inducted;
- identify a member of the subcommittee who would, if need arose suddenly, take over responsibility for the area;
- keep careful records of financial matters and of preaching and pastoral activities to facilitate a smooth hand-over, should this become necessary;
- cooperate fully with and liaise with the Correspondence Team Leader.

c. In relation to the Area Committee

Each link man, once confirmed in post by the CBM Council, is a member of the Area Committee and is expected:

- to attend meetings of the Committee (four per year);
- to present subcommittee minutes and reports of activities in the territory, circulating them to both Area Committee and Council;
- to present all requests for Project Aid, welfare aid and building grants to the Area Committee prior to their presentation to Council. Matters of welfare may be

considered in the interim via the Area Secretary and the Welfare Secretary of CBM;

- to prepare the annual budget for the territory (the year runs from January to December). The budget request is submitted to the Area Secretary for first consideration by Council in September. Budgets are finally agreed at the December meeting;
- to control the spending of the budget, adhering to it as closely as possible, and to request funds as necessary through the Area Secretary;
- to keep financial records of missionary visits (statements of expenditure – e.g. accommodation, room bookings, flights, welfare payments – should be attached to visit reports) and of any other spending where CBM funds are involved. Receipts for major visit costs such as flights and accommodation should be kept by the Link Man for at least seven years;
- to provide an overall summary of expenditure for the year to the Area Secretary.

d. In relation to the CBM Council and the Christadelphian community as a whole

The Area Secretary is a member of the CBM Council, and through him the Link Man should both receive and give information relevant to the running of the territory. The Link Man should:

- ensure that policies which are agreed by Council are appropriately applied;
- ensure that Council is kept fully informed about developments through reports etc. Attend and support the AGM;
- ensure that information about the territory is kept up to date for CBM Guide, CALS diary and any other publications;
- provide or solicit letters, reports, articles and information etc. for *The Christadelphian*, *The Bible Missionary*, *Mission News*, CBM Annual Report and other appropriate publications, as occasion may require; use CBM web site;
- engage in publicity on behalf of both CBM in general and the territory in particular.

Link Men should remember that the CBM's first priority is missionary activity. It is therefore important that they do not lose their own direct contact with this work, and it is understood that occasionally it will be necessary to delegate some of the responsibilities outlined above to others whilst, for example, the Link Man is engaged in a mission visit.

Section 3. Welfare Guide

3.1 The CBM Welfare Fund: Information for CBM workers

The Lord Jesus lived, like us, in a world where the beauty of his Father's creation was marred by poverty, disease and death; and he was filled with compassion for those whom he met, and healed many. Yet that was not why he came. When he said 'the Son of Man came to seek and to save the lost' he was referring not to feeding the hungry or even to raising the dead, but to saving dying men and women from their sins.

For that reason, the Christadelphian Bible Mission is primarily a preaching organisation. It exists to teach the Gospel and to help communities of believers to grow together spiritually so that their members develop into the likeness of Jesus Christ, ready to greet him when he returns. Along the way, just as Jesus sometimes provided succour and healing, the CBM tries to echo his loving spirit by providing a gentle and helping hand to brothers and sisters in need.

This section tries to summarise the principles that have for many years guided the administration of the CBM Welfare Fund, which currently is responsible for the needs of brothers and sisters in Africa, Europe, the Middle East and the former Soviet Union. At times the principles may seem to be a little harsh, but they were developed not because they provide excuses for not making welfare payments, or as a way of controlling expenditure, but because they are considered best for the brothers and sisters in our care and for the progress of the truth as a whole. At times, where the principles have not been followed problems have at times arisen which were worse than the original cause.

3.2 Principles

The aim of the fund

If among you, one of your brothers should become poor, in any of your towns within your land that the Lord your God is giving you, you shall not harden your heart or shut your hand against your poor brother, but you shall open your hand to him and lend him sufficient for his need, whatever it may be. (Deuteronomy 15:7-8)

So then, as we have opportunity, let us do good to everyone, and especially to those who are of the household of faith. (Galatians 6:10)

The Fund exists to provide financial help to brothers and sisters and their immediate families in situations of personal crisis where there are no local funds that are adequate to meet the need. Generally, the fund meets needs arising from starvation, sickness or homelessness. It is good that help can be given from a shared fund rather than from individuals, and that in this way the love and care of the entire community can be expressed.

It is appropriate also that help should be given in particular to our brothers and sisters – those who are of the household of faith and their immediate family. In focusing on the needs of brothers and sisters the CBM Welfare Fund complements the provisions of other Christadelphian funds which aim to help the wider community – in particular the Meal-a-Day Fund and the Samaritan Fund, and the CBM Welfare Fund is administered in cooperation with them.

Welfare needs to be administered with care

Now in these days when the disciples were increasing in number, a complaint by the Hellenists arose against the Hebrews because their widows were being neglected in the daily distribution. (Acts 6:1)

While remembering all these positive exhortations to help it should also be borne in mind that the first recorded problem in the early church arose because some of those in need felt that they were being neglected. So the administration of welfare can help to alleviate problems, but without care it can also cause them.

However kindly our motives and well-meaning our generosity, we need to act not just from a sentimental desire to help an individual, but also from a long term consideration of the needs and welfare of all brothers and sisters. It is very hard, in a situation where someone is in need of help, to not automatically provide it, but these things can destroy ecclesias instead of building them up, and the provision of aid has to be guided by the head as well as the heart.

Wherever possible brethren and sisters should be active members of their local ecclesia, joining in the Bible studies, and always being totally honest with each other, helping in whatever way they can. Any who could be active members in those ways, but are not, should not expect to be regarded as if they are real members. Our fellowship should be an active sharing of our faith and our talents; doing and giving what we can, not merely receiving. For these reasons CBM welfare does not give to all members, or give regular allowances. We give help towards problems that are too big for local resources, but only to real – not nominal – members who have exceptional difficulties in comparison to their neighbours or to other brethren and sisters.

Welfare begins at home

But if anyone does not provide for his relatives, and especially for members of his household, he has denied the faith and is worse than an unbeliever.

(1 Timothy 5:8)

Deacons likewise must be dignified, not double-tongued, not addicted to much wine, not greedy for dishonest gain. [9] They must hold the mystery of the faith with a clear conscience. [10] And let them also be tested first; then let them serve as deacons if they prove themselves blameless. (1 Timothy 3:8-10)

Where they can, brothers and sisters should provide for their own needs, for their own families, and for members of their own and local ecclesias. In a situation of need, therefore, assistance should first be sought close at hand. If it is at all possible those in need should do whatever they can to help themselves; if their family is able to help they should, and similarly local brothers and sisters should be asked to make what provision they might be able to make. Clearly in situations where whole communities are affected by famine or conflict, this may be impossible, but where a problem affects a single individual or family it is good that those close to them should do what they can.

For this reason, the provision of welfare should not normally be a confidential matter. Ideally it should arise in a situation where a problem is generally known and understood, and where those able to help locally have discussed the problem between them and done what they can themselves. If these resources are exhausted then it should be the local ecclesia that turns to the CBM and asks for help on behalf of those in need. Clearly these ideals have to be observed with tact and common sense because of the personal feelings of those involved, but that is the ideal.

Welfare is intended for short term help in times of crisis

For you yourselves know how you ought to imitate us, because we were not idle when we were with you, nor did we eat anyone's bread without paying for it, but with toil and labour we worked night and day, that we might not be a burden to any of you. It was not because we do not have that right, but to give you in ourselves an example to imitate. For even when we were with you, we would give you this command: If anyone is not willing to work, let him not eat. (2 Thessalonians 3:7-10)

CBM Welfare is not able to provide financial assistance to our brothers and sisters just because they are inherently poor in this world's goods. Most of our members in 'Third World' countries are in this situation, and so are their neighbours, and sadly we cannot alter that; nor would it be appropriate to create a situation in which people are drawn to the truth because they see that brothers and sisters are more wealthy than they. It is not the aim of CBM welfare to raise the standard of living of brothers and sisters above that of their neighbours.

In situations where a whole community is in serious need of help – because of a famine,

war or natural disaster, for instance – the CBM Disaster Fund may be able to help. The CBM Welfare Committee will ascertain what help is being given from other sources, such as assistance from Government or from Non-Government Organisations and will if appropriate provide assistance from the Disaster Fund.

3.3 In practice

Income and expenditure

The CBM Welfare Fund is financed by contributions from ecclesias and individuals, and is separate from the General Fund, which is used to provide money for preaching activities.

Situations where a large number of brothers and sisters face a sudden severe need – famine or flooding, for instance – will be met from the Disaster Fund, which is maintained by occasionally setting aside money from the Welfare Fund.

If an emergency were to arise which required more money than was available in these funds, a special appeal would be made to ecclesias.

Payments from the Welfare Fund are authorised by the Welfare Secretary, who will produce (usually by e-mail) a ‘pink slip’ – these days the colour is purely nominal! The CBM Treasurer will make the appropriate payments on receipt of this. If possible, payments should be authorised in advance, though this is not always possible.

Ecclesial welfare organisation

Wherever possible each ecclesia should have a welfare committee which should typically be made up of at least two members – not related to each other – and which is answerable to the ecclesia as a whole. It is beneficial if a sister can be involved in this, since in some cases sisters in need can be embarrassed to approach a brother to ask for medical help. The welfare committee should arrange for welfare needs to be met by local resources – money that has been collected by the ecclesia, for example – and where this is not possible they should take decisions on applications for welfare assistance and should do so in consultation with the Link Man.

This ideal of course makes assumptions about the stability and viability of the ecclesia and the maturity and trustworthiness of its members; nonetheless it is the ideal to which all ecclesias should be drawn.

Single sheet Guides are available to assist Link Men in the task of teaching brethren and sisters and their ecclesias about Scriptural welfare principles and establishing sound practice locally. These are:

- ‘A Guide to caring for each other in Christadelphian (i.e. CBM) Ecclesias’ [For all

members]

- ‘Guidelines for Welfare Committees and Secretaries’ [For Office-Holders particularly]
- ‘In Time of Need’ – a single sheet guide for brothers and sisters in need, explaining what is expected of them and what sort of help they might expect.

Medical and educational assistance

- Medical expenses should not be regarded as freely available on request, and members should always contribute as much as they are able. Where help from the Welfare Fund is necessary, medical notes should accompany the request for assistance.
- For various reasons, anti-retroviral medication for HIV/AIDS cases is not funded, but CBM Welfare assists in treating the infections that invade the weakened immune system.
- Where it is possible for a brother or sister to obtain ARVs free of charge by registering with a local scheme, the Welfare Fund will pay for the cost of registration and any associated tests.
- Hospital costs for childbirth will only be funded in emergency, not when the birth is normal. When possible the Link Man should be notified if complications are anticipated.
- In areas of high malaria risk, mosquito nets are being provided. The intention is that nets should be made available to all brethren and sisters and their immediate families. Link men can obtain medication to treat malaria, but not to prevent it, for distribution to members. The packs include both Artesunate and Amodiaquine HCl tablets. Medical tests showed that this combination is more effective against uncomplicated malaria than a single drug treatment, and is likely to decrease the emergence of drug resistance. Those distributing packs need to make clear the dosage required for different age groups and stress that the course must be completed. Further supplies can be obtained by ordering from Brother Mike Green. Supplying prophylactic medications on a routine basis is not advised as it hastens the development of drug-resistant strains of the malaria parasite.
- Assistance with educational needs is not normally provided by CBM; assistance with funeral or wedding costs will be provided only for the most basic requirements, and where otherwise the service could not be properly conducted.

Loans

On the surface, making a loan may seem a very good solution to a financial problem since it leaves ultimate responsibility with the brother or sister receiving assistance. There are potential problems, however. It changes the relationship between the lender and the borrower. *“The rich rules over the poor, and the borrower is the slave of the lender.” (Proverbs 22:7)* It involves a long term commitment on the part of the borrower, which they may not in practice be committed to, or able to deliver, and in extreme situations it may encourage the borrower to leave our community in order to avoid having to repay the debt, or at the least discourage him/her from regular attendance to avoid reminders.

Loans are only considered therefore, if at all, in situations where the brother or sister concerned has already demonstrated a long-term commitment to the truth, and where the provision of a loan will of itself provide the means to repay it.

Ongoing commitments

The CBM does not, except in exceptional situations, enter into commitments to provide long-term aid. Each application should be limited to help for the period in question, and should, if the need continues, be the subject of a further application.

Reimbursement

Overseas brothers and sisters who incur costs in the service of the Lord and which they are unable to meet from their own resources should be reimbursed from the operational funds of the region in which they live. This might include, for example, costs of travel to and from a Bible School, or loss of earnings if a brother or sister takes time off to translate, and as a result is left unable to provide properly for themselves and their family. Should an arrangement such as this become regular it should be provided for out of the country’s budget.

The role of CBM workers

When considering a brother and sister – or a group – in need, the principles outlined above should be considered, and these questions in particular:

- Are there other brothers and sisters in the same situation, and if so are they being helped in the same way?
- If help is provided to one person is it going to create jealousies among others who feel they are being neglected?
- Will the help that is being considered resolve the problem or merely provide a short-term palliative?

- Are the amounts of money involved proportionate to the general standard of living of the brothers and sisters in this area? Is it the sort of help that it is likely a person in this situation might expect to receive?
- Have local brothers and sisters been involved in a decision to provide assistance? If not, will there be problems when they find out?

The same principles should apply whoever is providing the funds: ecclesias or individuals should not use their own funds in order to provide ill-advised welfare assistance, and preaching funds should not be used in welfare situations in order to avoid following them.

Ecclesial sponsorship of welfare needs

The desire of ecclesias to help in specific Welfare matters is of course something to be encouraged. Rather than ongoing ‘twinning’ arrangements which are sure to be inequitable in practice, Project Aid has been set up as a mechanism whereby ecclesias are able to help with particular finite projects; where this happens it is very helpful if the donor ecclesia is kept informed as to its progress.

3.4 CBM Project Aid

Project Aid is a means of sponsorship to encourage and assist brethren and sisters and ecclesias with specific ventures which will help to ease their difficult circumstances, by meeting needs which are not covered by the CBM (visit/preaching) Budget or Welfare criteria.

- In special cases it provides assistance with ‘specific projects’ and ‘self help schemes’ to enable brethren and sisters to be financially self supporting in their natural and spiritual homes overseas.
- More usually it covers the cost of Bibles in English and in local languages; books and translated works; computer and printing equipment; new ecclesial roofs, small building works and furniture etc.
- The range of projects submitted via Link Men and Area Committees varies according to what is considered desirable/beneficial in their territory. The diversity of culture between East/West Europe and East/West Africa is often reflected in the diversity of needs.

Project Aid it is not just about giving! It is about:

- Both *filling a need* and *monitoring the level of our assistance* and the equitable allocation of our monies, for the benefit of a greater number of our brethren and sisters in far-off lands.

- *Developing personal contact and involving our ecclesias* in the work.
- Projects and self help schemes are *normally raised for ONE-OFF items*. Larger projects are sometimes split for funding, then brought together again for actioning by the Link Man.
- Having set the project in motion the Link Man should express appreciation to the Sponsor(s) for their donation (which if supported with a Gift Aid Declaration is even more beneficial) and maintain personal contact advising them of progress.

3.5 Christadelphian Africrafts

Africrafts encourages *overseas brothers and sisters* who otherwise have little income to make and to market craft works which are distributed in the UK and in other countries. CBM workers cooperate and help informally.

3.6 Christadelphian Benevolent Fund

This fund helps *brethren and sisters within Britain*. In the rare instances when members from ‘Mission Countries’ come here, CBF and CBM discuss and agree the best response.

3.7 Christadelphian Meal-a-Day Fund

CBM Council regards the above organisation as a ‘sister’ charity and its activities as an important adjunct to the ‘mission’ work we undertake. All workers should therefore:

- Make themselves aware of any projects and contact details in the areas where they may be working. Some projects are shared responsibilities between the two organisations.
- Cooperate with and fully support established projects.
- Feel able to make suggestions about current projects and suggest new projects in their area of responsibility consistent with the aims and objectives of CMaD.
- Not assume the compliance of CMaD with any reports or suggestions made. As with CBM, CMaD must operate within the constraints of its funding and its charitable status.
- On request from CMaD, visit and or report on the status of projects within the area to be visited.

Contact in the first instance with CMaD may be gained through the CBM Area secretaries or directly using information in the current CALS diary.

Thank you for your help and support in this matter.

3.8 Christadelphian Samaritan Fund

This fund exists to channel the contributions of brethren and sisters towards the most desperate needs *in the world*, through existing UK registered charities, all of which are checked to ensure that they are appropriate. The fund makes occasional, and extremely helpful, contributions to CBM Welfare to be used for projects that Link Men wish to support but which lie outside the remit of CBM Welfare's help which is to brethren and sisters and their immediate families.

Section 4. Field Worker Guide

Foreword

Thank you for offering to become a Field Worker for the CBM UK.

This guide is designed to:

- alert you to CBM policy that must be upheld by all Field Workers;
- impress acceptable behavioural standards;
- provide you with general cultural, etiquette and health information;
- outline reporting and administrative requirements; and
- enable you to make the decision to accept or decline the opportunity to apply to be a Field Worker.

This guide may seem to be somewhat prescriptive in its contents. Please don't be put off by this as it has been developed in the light of CBM and ACBM experience and in consultation with experienced Field Workers. Unfortunately, in the past, errors of Field Worker judgment and practice have marred some potentially excellent activities. Following this guide may help prevent the repetition of past disappointments.

Additional to matters learned from CBM experience, legal obligations have recently been placed on our organisations to produce Risk Assessments and to show that reasonable steps are being taken to avoid mishaps. We also, sadly, have to show that our workers are above reproach in matters relating to sexual harassment, child-abuse and the like. These obligations are forcing on us a more 'professional' style of working.

In normal circumstances, there should always be at least two participants on each CBM sponsored visit, but visits involving just two of opposite gender should be restricted to married couples. Having more than one participant is Divine guidance, and ensures that in the event of disputes arising there would be at least two visiting 'witnesses'. Restricting visits made by opposite gender couples to married couples prevents any assertions of inappropriate behaviour.

Briefing details

You will be provided with additional information that is more specific to the area in which you have indicated an interest.

Should you have any questions please contact the Area Secretary or the Link Man for the area you will be visiting.

Guidance is available on specific Mission Areas, from your Area Secretary or Team.

What is the CBM?

The CBM was formed in the UK in the 1950s to:

- facilitate the preaching of the Gospel overseas by the Christadelphian brotherhood;
- foster the formation and spiritual development of Christadelphian ecclesias overseas;
- provide, where necessary, financial and welfare assistance.

To do these things effectively it needs to monitor, evaluate, and learn from the work of its appointed Field Workers.

Since then, independent CBMs have been formed in Australia, the USA, and (somewhat differently) in South Africa, to further the work in the parts of the world more accessible to them.

The CBM based in the UK has come under the control of UK ecclesias and its own workers, and now concentrates on the work in Europe, the Middle East and Africa.

Please note that throughout this Handbook the term ‘CBM’ means CBM UK.

All CBMs work closely together and jointly publish their magazine *The Bible Missionary*.

4.1 How do I become a Field Worker?

Field Worker Application and Insurance Request Forms

First of all, read this Guide and any addenda in its entirety.

Then if you feel that you can offer your assistance to the CBM as a Field Worker, complete the Field Worker Application Form (available on the CBM web site), as advised by the Area Committee or Team and return to them as soon as possible.

Application Forms are to be signed off by your Recording Brother or if he is not available, another Arranging Brother.

The Application will indicate your willingness to abide by CBM policy and to refrain from introducing or encouraging controversial matters. As a Field Worker you will be seen first and foremost as a representative of the CBM.

Each Application ***must*** be completed in full and all questions answered. Failure to do this could preclude endorsement of your Application by the Area Committee.

CBM provides block insurance. This is obtained by completing a CBM Field Worker Insurance Request Form (available on the CBM web site) and returning it to your Team Leader or Area Secretary *prior to travel for each visit*.

Policy conditions must be strictly adhered to for cover to be effective.

Role of the CBM Committees in approving Field Workers

Upon receiving your Application the Link Man or Committee will:

- Review the need for Field Workers and see where you could fit into current programs;
- Arrange for you to be interviewed;
- Seek endorsement of your suitability from your ecclesia if this is appropriate;
- Notify you regarding the approval of your application.

All your dealings will be with the Area Committee or with brethren delegated by the Area Committee, usually led by the Link Man for the country in question.

Time frame

If you are initiating a visit it is crucial to allow adequate time for CBM Committees to process your application. Short timelines can result in increased financial cost, poor planning and a reduced likelihood of achieving trip objectives. It would, in these circumstances, be advisable that you postpone your visit until you are better prepared.

Do not make annual leave or travel arrangements until your application has been approved.

If approved, what will the CBM do for me?

If your Application is approved the CBM will:

- Arrange for you to be briefed by the Link Man for the country in question, or by brethren delegated by the Area Committee, who will discuss with you the objectives and proposed itinerary of your visit, what other visitors may be in your party, and any recent information about the area you intend to visit.
- Provide you with access to CBM insurance.
- If appropriate, finalise what amount of financial support can be offered – in that case you would have already indicated in your application the level of your financial contribution.
- Expect you whilst engaging in mission activity to place yourself under the counsel and guidance of the CBM-appointed Leader, who will advise you on the appropri-

ate Bible Mission policy and be responsible for deciding on the activities to be engaged in.

If at a later date on you felt able to volunteer for an extended stay, the possibilities would be explored with you.

4.2 CBM Policy: Fellowship and doctrine

Basis of fellowship

As a CBM Field Worker you must subscribe to the Birmingham Amended Statement of Faith in its entirety, with its positive and negative clauses, and to the principles of behaviour outlined in 'The Commandments of Christ'.

Interviews for baptism

It is CBM policy that interested contacts who are in correspondence with CBM tutors should not be interviewed for baptism until they have successfully completed, at least, the 40-lesson Correspondence Course or its equivalent. Preferably, suitable follow-up courses will also have been undertaken and *Glad Tidings* and other literature studied. Where the contact has been instructed by local brethren or sisters, there should be evidence that the instruction has been at least equal to the scope of the Correspondence Course, both in doctrinal and practical content, before interview takes place.

The CBM checklist of subjects to be covered at an interview for baptism should be available to those conducting interviews (see Section 6 of this Handbook). A specimen postal questionnaire and pre-interview is available for those instructing by post, and its successful completion should precede any recommendation for interview and baptism. This form, however, is only a guide, and should NOT be used for the final interview. Care should be undertaken to vary the mode of questioning and to avoid answers by rote. All essential doctrinal subjects should be covered, followed by an adequate appreciation and acceptance of the practical aspects of Christian living, e.g. marriage, politics, the forces, honesty, integrity etc.

In young and developing mission areas it is desirable that interviews should be conducted by visiting CBM brethren, although it is wise to ask local brethren to do the actual baptisms because this avoids the misplaced prestige-seeking "I was baptised by 'Brother Whiteman' (or whoever)". When it is seen that local brethren have reached sufficient maturity and acceptance as 'elders', a clear agreement should be reached with the CBM, defining who may undertake the interviewing.

Interviews for baptism should where possible be conducted in the presence of one other experienced brother or sister from the local ecclesia. Where language translation is required it is desirable to have a third brother or sister present in order that the translation

can be corroborated. It is unlikely that a successful interview will take less than two hours to complete.

On a practical level, great care should be taken if baptising in pools, lakes or even rivers because of the dangers of water-borne infections and infestations.

All English-speaking converts should be given a copy of the CBM booklet with the BASF (Birmingham Amended Statement of Faith), Doctrines to be Rejected and the Commandments of Christ (also available in certain other languages).

4.3 CBM Policy: General conduct

Introduction

As a Field Worker you have potentially a considerable influence for good or bad. It is essential that you foster the good and avoid any aspect that will have a negative influence.

Emphasis should be placed on separation from the world. Activities tending to worldly pleasures should be avoided – and even more carefully when in the company of local brethren and sisters. “*Come out from among them and be ye separate*” (2 Corinthians 6:17).

Local customs will often influence how some ecclesial duties are carried out. Elders and members should, however, be encouraged to the highest standards of service and deportment, that all may be done “decently and in order”. Those practices and conventions which are common to the Christadelphian community anywhere in the world (e.g. the wearing of head covering by sisters at the Breaking of Bread) should be encouraged.

Remember, you will be perceived as a representative of the Gospel of Christ and of the CBM.

Local civil authorities

All Field Workers and those who may be residing in CBM accommodation are to abide by current Government regulations.

Clothing: general

It is best to err on the side of formality and modesty in dress. Most countries where CBM works are conservative in dress and it is usually highly conspicuous Western tourists, or locals wishing to attract the custom of highly conspicuous Western tourists, who wear attention-grabbing clothing. Seek the advice of your Link Man before packing your bags.

Clothing: at meetings

Some meetings allow the wearing of neat casual clothing. While such may not be acceptable in your home meeting it could well be appropriate in the meeting you will be working in. Conform politely to their dress standards **and make no attempt to alter them**. It is not your role to convert an overseas ecclesia into a European Christadelphian ‘colonial outpost’.

Personal money

Be discreet when spending your personal money. It is tempting to ask local members and sisters to purchase things for you since they will obtain better prices. This practice may not be wise as it alerts local brethren and sisters to your relative affluence. Better to pay the little extra and preserve confidentiality of your finances.

Leisure

Make sure that your leisure activities do not embarrass or offend your brethren and sisters. Always try to be sensitive to their feelings. If that side trip to i.e. a rather intriguing temple/mosque/cathedral/etc will confuse or mislead them, do not do it.

If your leisure activities involve local ecclesial members **do not give the appearance that you are excessively favouring any individuals or groups**. You pay for them, if required, discreetly so as not to be seen flaunting your “riches”.

4.4 CBM Policy: Finance

Introduction

It is not the Field Worker’s prerogative to undertake any CBM financial activity except that which has been authorised by the CBM prior to the trip.

You will also be required to account for all CBM expenditure you incurred in the Field Worker Report that you will compile after you return home.

[See 4.9. CBM Policy: Field Worker Reporting Requirements]

All requests for funds should be made to the Treasurer on the appropriate form. Both Microsoft Word and Excel templates are available from the Treasurer or Area Secretaries.

Field Workers are reminded that under UK Charity law, any funds donated to Restricted Funds (i.e. anything other than the General (Preaching) Fund) must be used for the purpose they were donated for and nothing else. If in doubt, please ask the Treasurer before you travel.

Applications for buildings

These need to be directly approved by CBM Council. See 4.6 CBM Policy: Buildings.

Rents and other costs

Be very cautious if asked for money to hire a room in which to preach. Generally this is not necessary at the beginning. Similarly with requests for money to finance preaching in other ways – photocopying, fares to distant places etc. Often when money is given it is used for other things. Encourage preaching by word of mouth close to home.

Funds from non-CBM sources

As a Field Worker you will undertake to advise the Area Committee of *all finances* carried to an area and intended to be used for any ecclesial work including Gospel publicity costs, and donations to local brethren and sisters and contacts. This advice should include the instructions given by the donor as to how the funds should be used, *if in doubt seek the guidance of your Area Team.*

The CBM has strict guidelines which must be followed, in relation to all financial matters.

Visits and travel to other countries

It is CBM policy that Field Workers do not provide assistance in any form for local brethren and sisters to visit or move to other countries. Should there be any highly exceptional circumstances, these should be discussed with and any assistance approved by the Area Committee.

4.5 CBM Policy: Welfare

Introduction: See also Section 3 of this Handbook

The CBM Welfare fund is available to help individual brethren and sisters in desperate need of food, clothing, medication and similar essentials. It is also used to assist mission ecclesias to establish their own welfare resources and to encourage self-help amongst brethren and sisters. We do not pay school fees or seek to raise the general living standards of a community nor is it part of CBM's policy to provide welfare for non-Christadelphians. (Other Christadelphian charities such as the Meal-a-Day and Samaritan funds do assist with welfare amongst non-members in developing countries.)

The temptation to assist contacts who have yet to be baptised should be resisted as this frequently leads to difficulties for the individual concerned and for the ecclesia

they eventually join. Further guidance is available on handling welfare (See Section 3, Welfare Guide).

Despite one's natural instincts to assist poorer brethren and sisters, it should be appreciated that methods for doing so have usually been established and individual transactions of any kind will probably interfere with existing arrangements.

In most countries a welfare brother or a committee has been appointed to deal with welfare requests. It is essential that all requests are channelled through this brother or committee. With their local knowledge they will be better able to assess the merits of the request and refer it to the Link Man for the area. The visit Leader will often have been given prior knowledge of need and funds provided by the CBM Welfare committee.

Although welfare is such an important part of the work of the CBM, well meaning welfare activities by Field Workers have, on occasions, resulted in long-term problems including:

- Ecclesial friction, internal envies and resentments;
- Alleged favouritism of field workers towards certain local brethren;
- Disillusionment among honourable local members sometimes leading to their loss of faith and departure from the meeting;
- Artificial inflation of numbers, as people in difficult circumstances seek help via Christadelphian welfare; and
- Accusations of "chequebook conversions".

Fundamental issues to be understood

In regard to welfare, the following points should be understood before considering financial assistance in the field:

Field Workers should remember that contacts and local brethren may see them as wage-earning employees of the CBM, even when they have been told the true situation. Both meanness and extravagance reflect badly on CBM and on the ecclesia.

Regard anything you give as given by a CBM representative. Almsgiving by Field Workers (i.e. money given to people begging) should be consistent with the local culture, with what a local person on a middling wage could and would do. Contacts or members of the ecclesia would not normally be recipients in those circumstances!

When members of the ecclesia apply for welfare help CBM practice varies, depending on whether the consideration is based solely on need, or also on the recipient's loyalty to the ecclesia and the contribution to the work of the Gospel. Please cooperate fully with your Area Committee in this respect. It is understood that a brother or sister may have

special needs if he or she is giving exceptional time to the Truth's work, although if such payments are regular they will normally be borne by the preaching budget.

Emotional involvement on the part of Field Workers is to be expected, but CBM procedures, including those you disagree with, should be followed notwithstanding your emotional involvement. Field Workers should understand that the Link Man and committees back home usually see things from a wider and longer-term perspective and will continue to carry the responsibilities (God willing) after you, perhaps, have departed.

Financial assistance in the field

No money will be provided to any brother or sister unless:

The local brethren and sisters have been advised of the circumstances and permitted to make a decision without interference. Your advice or recommendation should only be given if it is sought by the local brethren and sisters. It should be noted that in a number of locations a Welfare Committee is established with local brethren and, if so, all dealings should be with them.

The local brethren and sisters recommend assistance be given.

They are unable to cover costs from their own funds. In such cases funds shall be provided to the local ecclesia for them to distribute to the individual(s). The Area Committee and Welfare Secretary must be advised.

If a member in isolation has a serious problem it will be necessary to get the advice of the CBM Welfare Secretary (where available, e-mail from an Internet café is sometimes better than the telephone).

4.6 CBM Policy: Buildings

Buildings

It is not CBM policy to provide land and/or a building for every Ecclesia for which it is responsible. A number of criteria have to be met before Council will consider requests to purchase land and/or buildings. Generally, the case must be exceptional if it is to be approved.

Until Council has discussed and approved a proposal concerning land/building:

- no-one should enter into 'contractual' discussions which could implicate CBM;
- CBM will not be responsible for any expenditure;
- no go-ahead involving CBM money should be given;

- no on-site activity should start until signed and witnessed sale documentation is in place.

Proposals should only be centred around an existing ecclesia that is:

- active, stable and spiritually healthy;
- ideally, with a minimum of 20 members; and with evidence of ecclesial growth or potential (a large Sunday School is a healthy indicator, as is enthusiastic, effective preaching).

Land

It is not uncommon for people to offer for sale land/property that they do not own.

Has the right of the vendor to sell been established?

- Do not assume that the brethren know the legal requirements for the purchase of land or buildings (they have probably never had such an experience);
- do not rely upon a local Agreement (often not worth the paper it is written on);
- request a formal Land Search (which may involve legal costs); and
- whenever possible, consult a Solicitor, and enter into a legal Conveyance.

It is essential that the right to sell be established before seeking approval from Council.

Will CBM have the Title Deeds of ownership?

- Title Deeds must be in the name of CBM or the CBM (country concerned);
- in very exceptional circumstances, they may be in the name of the link man (but this must be with prior agreement of Council);
- they must never be in the name of a local individual.

Once properly executed, the Area Secretary should keep the Title Deeds in a locked, fireproof safe.

Property

Is there a viable alternative to Capital expenditure?

- ‘Rented’ property is often available without the need and expense of buying or building an ecclesial hall. The local members should be asked to make enquiries about suitable venues. (Caution: they will always desire the kudos of owning their own hall.)

Is the proposition good value for money?

- Would the property hold its value if it needed to be sold in the future?
- Is the price similar to the market value of surrounding properties?

How will neighbours respond to a Christadelphian House/Meeting in their vicinity?

- This is an important point that is often overlooked.
- CBM will have wasted its limited resource if the reaction of neighbours makes it difficult or impossible to use the property for ecclesial purposes.

Has the property had an adequate survey?

- There may be a small cost involved if a professional surveyor is employed, but
- this may be a small price to pay for the knowledge that the building is structurally sound, and needs little work to make it useable.

Running costs

If 'rented' accommodation is to be replaced by a 'purchase' property, some of the funds already available for the weekly rent could now be diverted to pay the ongoing costs.

- What are the ongoing costs?
- Who will meet them?
- Who will be responsible for the upkeep and maintenance costs of the building?

The local members will need to agree whether property maintenance is a 'one member' or group responsibility; and visiting Field Workers must report neglect or major defects to the link man.

Occupation

Has it been decided whether anyone will 'live' in the ecclesial property?

- Ideally, no one should, because it can cause jealousy, but
- if it is essential (say for security reasons), have clear guidelines been worked out?

Building

Before submitting a building proposal, ask the local members to ascertain:

- what (if any) Planning and Building regulation permissions are required;
- whether these permissions will be granted;

- what needs to be done (and the cost) for such permissions.

Often, especially in country areas, brethren and sisters build their own ecclesial halls using local materials and their own resources. This is fine; it shows enthusiasm and willingness to work hard, without which no ecclesia can prosper.

When necessary, CBM will partner such schemes, and make a financial contribution if the building meets the criteria in this policy. It is best to request this help in plenty of time, and to be as accurate as possible in estimating the costs.

If the design of a project is beyond the ability of the local members, or they need substantial financial support, the CBM has simple standard plans that can be modified to suit the needs of different plots and sizes of ecclesia; using these rather than having plans drawn for each plot can save money.

It is a good idea to build in such a way that the hall can be made larger as (God willing) the ecclesia grows.

- The easiest way (where the plot allows) is to build so that the front gable faces the road.
- With the gable span as wide as possible/practical, and the length no longer than is necessary to start with, the building can be extended at the back (with relative ease) if numbers increase.

What can the local members do to help?

- No matter what size the hall, their greatest asset is willing hands/volunteer labour.
- The most successful projects have included a good input by local brethren on this basis. It not only keeps the cost down but, just as important, it helps the members to appreciate that it is their hall for their ecclesia, and success depends on their commitment, with the Lord's blessing.

Where the CBM simply provides a hall, there can be a tendency to expect the CBM to do everything else too, and no ecclesia can grow unless the members themselves are willing to work hard for the Lord.

For instance, in many places volunteers have made the bricks/blocks for free out of mud (but if we are being asked to provide roof timbers and corrugated sheeting etc. it is preferable to pay for cement blocks).

Honesty and know-how is essential!

- Estimating must be done carefully; material purchases must be done responsibly; and there must be accountability to the ecclesia and the link man.
- Bank accounts must be in the name of at least two brethren. Proper accounts

must be kept as the building goes up, and the books must be available to all members and CBM visitors, so that everyone can see that the money is being used for the hall, and none is being taken for other purposes.

Having considered all these points, and if satisfactory answers are received,

- the link man should complete a Building Application Form (available from Area Secretaries);
- the proposal should be discussed at Area Committee, and, if accepted
- the application should be submitted to full Council.

4.7 CBM Policy: The Field Worker's position where there is a local ecclesia

Introduction

As a Field Worker to an ecclesia it is essential that you appreciate you are a *fellow-servant*. You are not master, dictator or spiritual educator. Within many of the ecclesias there are members who have a very deep understanding of the Truth, are well read in Christadelphian publications, and who understand their fellow brethren and sisters well.

The Field Worker's role

Your role is to encourage, counsel *when asked* and lead by example in attendance, attitude and speaking the Truth in the meeting places and homes of brethren and sisters. Also, where there is need or in the absence of capable local brethren, to initiate preaching and Bible Study activity for the benefit of contacts.

Bibles

Our aim is for all to be able to read the Bible. Please keep some notes of the availability of Bibles amongst our members and contacts. We try to ensure that all who are literate have at least a home-language Bible.

Literature

If it is needed in English we normally provide it. If home-language translations are required this may take longer. Be careful about the level of English and/or background education needed to understand it properly. In certain circumstances some Christadelphian literature is unsuitable and its distribution would be unwise. Some literature would, if distributed, impede the furtherance of the Gospel and place our local brethren and sisters in danger.

Have with you a list of addresses so that contacts can communicate with Link Men, Correspondence Team Leaders and local ecclesias.

Take *only CBM approved material* (for which, see the current CBM Literature List, available on CBM web site), and on your return only send authorised material; details will be provided by your local Area Committee.

Hints for speaking brethren, Sunday School and Sisters' Class teachers

In all probability the ecclesia will call upon you to speak. If this is so you should take into account the following:

Your address should be phrased simply. This is even more important when speaking through a translator. It helps translators if you speak in whole short sentences – they can't translate a part-sentence properly because they don't know what the rest of it is going to be. Try to convey one idea at a time that can put over in a way that listeners can grasp.

Translation will take at least as long as your address – take care that you do not go on too long (a 45-minute address in your own language will be at least 90 minutes with translation and longer still where it was being translated into more than one local dialect).

Avoid jargon, clichés and Christadelphianisms (would they really understand “this corner of the vineyard”?).

Avoid irrelevancies (e.g. an address criticising the extremes of materialism is not helpful in a poor village in Africa or Eastern Europe), and be aware of the need to explain matters that are common knowledge to you (such as the geography of the Middle East).

Ensure that you are familiar with the content of the daily Bible readings whilst you are away and that you can give an address or answer any possible questions which may arise from the readings.

Undertake any other preparation that may be necessary. There may have been requests for particular matters to be dealt with. If there is to be a Bible School, ensure your studies are prepared.

Ensure you have material with you for exhortation and teaching, to introduce the emblems, conduct a baptism (including conducting a thorough interview) and lead prayer.

Be ready to listen and respond appropriately to questions. Be ready to set aside all your careful preparations in order to deal with something specific which arises during the visit.

Your relationship with the ecclesia

Where there is an established ecclesia, it is very important that you do not interfere.

Perhaps they do things differently from what you are used to, and maybe for good reasons that are not immediately apparent. On a first visit it would be most imprudent to offer suggestions. Of course, in no circumstance would you give orders to local brethren. Remember you are a guest and you should act in the same manner as you would expect a visitor to do at your meeting. The 'Western' brotherhood is judged on the good manners of its representatives.

Where no ecclesia exists but contacts are being baptised, you will have the responsibility of helping to nurture a new ecclesia. Instil the principles described in the 'Ecclesial Guide for use in Mission Areas' and build them into local practices as the ecclesia develops.

Resist the temptation to think that a few weeks' experience makes you an expert on the area, its ecclesias and their members. There will be many things you do not understand (and possibly never will!).

Avoid the introduction of any practice which clouds the distinction between the Christadelphians and other religions.

The example you quietly set can be more powerful than any address you may deliver. Activities such as attending movie theatres, smoking, and drinking are problems in some areas. Obviously it would be unfitting for you to participate in such activities.

You should be careful not to divulge your personal address to contacts in CBM areas except with CBM approval, or give an ALS Diary to anyone. Instead use the CBM UK address or that of the Link Man.

4.8 CBM Policy: Accommodation

Advice on accommodation

When travelling in CBM areas it is advisable to live in a fashion as near as possible to local people. Obviously, you would not book yourself into a lavish hotel when a brother who is travelling with you is booked into cheaper accommodation; and wherever possible it is better for you to share the standards he is used to rather than introduce him to those more familiar to you.

It is recommended that you live and eat in modest but clean quarters. To do otherwise may give local brethren the desire for a lifestyle that is beyond them, or they could align the 'good life' with visiting field workers.

Safety and security are vital considerations however, you will not be able to do what you went to do if you get ill or your possessions get stolen.

4.9 CBM Policy: Field Worker reporting requirements

Introduction

Your work is not finished when you walk into the Arrival lounge of your home airport. As a CBM-approved Field Worker you will be asked to provide a detailed report to the Area Committee. Remember: “*Resist the temptation to think that a few weeks’ experience makes you an expert on the area, its ecclesias and their members. There will be many things you do not understand (and possibly never will!).*” Nevertheless your report is fundamental to the operations of the CBM, because Field Workers are the people best positioned to:

- observe ecclesial activities;
- note the progress of the ecclesia(s) and contacts;
- assess the environment in which the brethren and sisters live and work (e.g. are the local authorities indifferent, cooperative or repressive?);
- give an up-to-date view of welfare needs; and
- recommend appropriate actions that can be taken by the relevant Area Committee/ Country Team.

A spoken debriefing is requested, followed by a written report which will be distributed to Area Committee and Council members. It is not just a bureaucratic formality. It is an essential document, for good communication.

Hint: *Keep a diary and a daily record of your expenditure. If you do so your report will be much easier to prepare. However, be careful about what you record, as it could fall into the hands of local authorities.*

While you are away, prepare what you will be able to do in following up and furthering the work after your return:

- Collect requests for courses, *Glad Tidings* etc to pass on to Correspondence Teams;
- Save addresses so you can keep postal contact with brethren and sisters and contacts;
- Take photos/slides that you may be able to use at your ecclesia/CYC/Sunday School back home;
- Think about writing up your experiences for *The Bible Missionary* magazine.

What should the Field Worker Report contain?

Your Field Worker Report does not have a set format. However, to compile it you will need to keep the following:

- A daily log of events which records where you went and why;
- A financial record which accounts for all CBM-related expenditure;
- A series of reference sections that will address in more detail many of the events noted in the daily log: these sections include your observations, favourable or not, and should, where possible, conclude with recommendations particularly if remedial action is required.

When you write up your report, bear in mind three distinct readerships:

- CBM Council needs a brief summary of vital points and recommendations (two sides maximum);
- Area Committee needs to be given more detail to inform them and future workers of people and situations they need to know about;
- If you have met Correspondence Students, their Tutors need reports on their individual progress.

Please produce your report in sections relevant to the above needs.

If there is money to be refunded, a cheque should be made out to the Christadelphian Bible Mission.

It is possible that your report will serve as the basis for continued discussion and you may be contacted by CBM Committee members seeking clarification of certain elements.

4.10 General Guidelines: Before you leave

It is strongly recommended that before you travel you read British Standard 8848. This may be obtained by download from the CBM web site. See Checklist in Appendix C.

Introduction

As a member of a visiting group, all your bookings and arrangements will be made by the visit Leader. If subsequently you accept an invitation to lead a visit the responsibility for these will be yours, and it is wise to book as soon as approval is given by the Area Committee. This way you are likely to travel when you want to and you may be able to take advantage of cheaper fares. The Link Man and Committee are there to help.

Know who you are visiting

An awareness of what constitutes acceptable speech and conduct in the culture you will be entering is just as important as a ready familiarity with First Principles of doctrine.

It is strongly recommended that in your preparation, you access as much information as possible about your destination – the Link Man will be able to supply you with a list of reading material relevant to the area you plan to visit.

Passports and visas

Your passport must be valid up to a date *six months after the end* of your visit. If you do not have a passport, arrange for one immediately. A new passport requires time and the faster you want it the more expensive it will be. Be guided by the CBM as to the need for visas, restrictions and other requirements. Your Link Man will help.

Insurance

Travel insurance is required; however, ordinary holiday insurance is not appropriate. Because of this, the CBM has effected a corporate travel policy. You should request details of cover and emergency telephone numbers from the link man before departure. Please ensure that the link man has your contact address/telephone number and a copy of your itinerary. Mishaps, small and large, can befall even the best prepared traveller. It is essential that you have a discussion with your doctor regarding your trip, general health and precautions you need to take, and that you heed his/her advice. If there are health factors that will limit your Insurance Cover, the CBM must be informed.

Travel to high risk areas will need to be cleared with CBM Council and the Foreign and Commonwealth Office. Unless this is done, CBM may not be able to take responsibility for any mishap. Please note that in any event trivial claims will not be supported.

The Field Worker Application forms, attached to this Guide, must be completed in full and all questions answered.

Correspondence work

Contact the Correspondence Team Leader to get the names and addresses of Students in the places where you hope to be, plus details of the progress of their studies and see if he/she can arrange a meeting with you.

Ask whether the Team need postage stamps to be brought or sent back.

Cash and travellers' cheques

For all round flexibility you would be advised to take travellers' cheques, a small

amount of your destination's currency and a widely accepted credit card. Ensure that it has a small spending limit in case of loss or fraud. ATMs are not always readily available, though.

Depending on the area either travellers' cheques or credit cards are the safest way to carry your money. The best travellers' cheque for the countries where CBM works is the US Dollar American Express. Other currencies are not so well accepted. Don't forget, you will need your passport to cash Travellers' Cheques or obtain a credit card cash advance. You should allow time in your itinerary to convert your travellers' cheques or cash, as banks in non-tourist locations are notoriously slow.

Keep a full record of all currency exchanges and ensure that you get a valid receipt. Changing currency at the roadside is risky – it may be illegal and you may be cheated or mugged. If you have to do it, have a trusted companion with you.

A small amount of local currency can be handy, especially if the Airport money-changer is closed, to cover immediate costs such as taxi fares. You will be able to arrange for many foreign currencies at your local home bank, given a few day's notice.

American dollars are a useful standby but if you want to exchange them for the local currency be warned: many banks will only accept American banknotes that are in good condition, i.e. not crumpled or torn, with no additional ink markings.

Both Visa and MasterCard credit cards can be used in cities and some large towns, with Visa considered the most popular. Don't depend on them too much as it is normally large hotels, city shops and restaurants, and airlines that accept them. Once you get away from the cities their use becomes very limited.

Luggage: your Link Man can provide more detailed advice

You should attempt to keep your luggage to a minimum and the following aims are recommended:

One good size strong piece of luggage to carry most that you need and any additional CBM material. It needs to be robust enough to withstand clumsy airport baggage handlers and bumpy taxi rides and should be padlocked. Make sure you label your baggage inside and out. A good idea is to put a clear identifier on your bag (e.g. a red ribbon) as many bags look the same.

Don't take anything that you can't afford to lose or get spoiled. That includes Bibles – perhaps mark up a cheap one with 'first principle' notes and references for the purpose. Carry it in your hand luggage, along with wallet and passport. Never leave any luggage unattended unless it is locked up safely, and be very careful whom you trust.

Consider a day pack that you can fit into your luggage, unless your cabin bag will

double for this. Rather than hump all your luggage around you may be able to keep your main bag in safe storage and do day trips or the occasional one-nighter using the contents of your day pack.

Cabin luggage for the flight should be locked and labelled and should contain essentials such as your Bible, medications and fragile items, but nothing sharp or it will be confiscated at Customs.

A money belt or similar device, usually kept on the traveller's body, which contains valuable documents and cash. Keep your travellers' cheque records in another location because the records are very helpful for the reimbursement of lost or stolen cheques.

What to pack

Pack in line with the conditions of your destination. Find out from previous field workers and your Link Man the climate range at your destination at the time you plan to travel, and pack accordingly. Some things you should pack that you may not have thought of include:

- If travelling to areas where diseases such as malaria and dengue fever are prevalent, a mosquito net and prophylactics.
- Diary and/or note book to record daily experiences and keep track of finances;
- Visual aids – chalks, markers, paper, etc according to destination;
- A small calculator for currency changes and financial record keeping;
- Traveller's alarm clock; small torch; spare glasses in case of loss or breakage;
- A power converter if you use an electric shaver, and/or a razor for places or times when there is no power;
- Lightweight emergency rations that will keep – biscuits, crispbreads etc;
- Water bottle and purification tablets and/or iodine filter, knife, matches, needle and thread;
- A double sheet or sheet bag: many locations including low to mid-priced accommodation have an aversion to sheets and will normally give you an acrylic blanket as a sleeping aid. These are of little value in tropical locations whereas a sheet is more comfortable and can help to keep mosquitoes at bay.

Other things to remember

Leave photocopies of your passport, tickets, itinerary, other travel documents, and details of your credit cards with family or friends you can easily contact in an emer-

gency, and retain a similar photocopy at the place where you are staying in the field-work country.

Take phone numbers of people you may need to contact and the emergency medical assistance number supplied by your travel insurer.

When you arrive

You could be tired, disoriented and easily distracted by the newness of your experience. To start with you will be travelling with other, more experienced field workers, and you could even be met at the Airport by local brethren.

Do not accept offers of help from strangers to mind your bags.

DO NOT under any circumstances agree to take items through Customs or on to the Plane for another traveller.

4.11 CBM Global Insurance

The Field Worker Insurance Request Form must be completed in full and all questions answered.

Who is covered?

- Corporate Travel Insurance is provided for workers who are invited to travel overseas on behalf of CBM.
- Visitors must begin and end their journeys in the United Kingdom.
- Additional travellers are covered if they are strictly part of the visiting team. This applies to accompanying wives or family.

Who is not covered?

- Workers who have reached the age of 75. It will be necessary for you to take out a separate policy.
- Those who wish to extend their visit beyond 60 days. Provision is made for long term workers, under the policy, by payment of an extra premium.
- Those who travel contrary to medical advice or if a terminal prognosis has been made.

If a health condition is giving cause for concern it is vital for you to consult a doctor before travelling and heed his advice. The CBM must be informed of any health factors, such as pre-existing illnesses, which may limit your insurance cover. In such cases you will need confirmation from the Insurers that they have accepted cover.

Emergency medical cards

Copies of the Insurance Schedule together with the emergency travel cards can be obtained from Area Secretaries and Link Men. The emergency card must be taken on visits as it includes important policy details and telephone numbers. Such details together with a copy of your travel itinerary and contact address should be left with your Link Man and a contact at home.

High risk areas

Travel to high risk areas will need to be cleared with CBM Council and the Foreign and Commonwealth Office. Unless this is done CBM may not be able to take responsibility for any mishap. CBM will be advised by the Insurers of countries for which it will be necessary to take out extra cover. In certain instances cover may not be available.

If flights are booked for such an area and the visit does not take place because of political upheaval in the country concerned, it is unlikely the Insurers will meet any claim. It is important that tickets are booked through reputable agents so that flight costs can be recovered from the airlines.

How should I make a claim?

Claims should be made either as soon as you know that you are unable to travel or as soon as you return home from your visit. The appropriate claim forms are available from the Council member responsible for Insurance. These should be completed and returned to him for processing with the Insurers.

In the event of you making a claim the following original documents, as appropriate, should be sent with the claim form.

- Flight confirmation and receipts.
- Travel tickets (whether e-mail or otherwise) and luggage tag
- Police report, if a loss or accident has taken place.
- Report any loss or delay to the airline.
- Evidence of ownership such as original receipts, valuations, credit card receipts.
- Money substantiation to confirm amount of cash taken on trip.
- If hospital treatment is required, a medical report of injuries sustained together with receipts for expenses incurred.

An advice sheet will be provided, separate to this Handbook, with more detailed information. This will be updated periodically, as things change with regards to our Group Insurance policy.

4.12 General Guidelines: Health before you leave

Introduction

Some of the points raised in these notes and in other publications make overseas travel sound very hazardous. Don't be put off. Most people return happy and healthy and you are likely to do so if you have taken the necessary precautions.

You also need to get accurate information on overseas health matters. This will vary according to your destination.

CBM Local Area Guidelines (where available) may assist in this regard. You should discuss this with your Link Man.

Vaccinations and other precautions

You may need vaccinations to protect you from diseases such as cholera, malaria, typhoid, polio and hepatitis. Regardless of where you plan to travel, you should ensure you are immunised against tetanus. Care has to be taken because of diseases such as Hepatitis A and B and AIDS. In the rare event of having to handle injured and bleeding people particular care is needed, so take disposable gloves if possible.

Check with your doctor to ensure you are fully protected well before the date you intend to leave.

Is malaria a problem?

Malaria is present in many tropical and semi-tropical areas. You should consult your doctor about medication to protect against malaria and methods to prevent mosquito bites.

Be warned, malaria is best avoided by preventing mosquito bites. Medication while strongly recommended, does not protect you against all malarial strains. Helpful hints include:

- Carry insect repellent (tropical strength) in countries where malaria is a threat;
- Be aware of the risk around dusk and apply repellent regularly when in tropical countries;
- If available, use a mosquito net at night (take your own if you can);
- Sleep in light coloured nightwear as mosquitoes are attracted to dark colours;
- If possible, sleep with an electric fan blowing on you as moving air deters mosquitoes.

Remember to continue taking your malaria tablets for the required time after you return home as malaria symptoms may not show for several weeks.

Pack a medical kit

Take sufficient of all personal medications to last the whole visit. Minor ailments can be effectively treated with a few simple medical items. Items to include are Betadine antiseptic cream, Band-Aids, painkillers (i.e. aspirin or paracetamol), factor 30+ sun-burn cream, Dioralyte (rehydration treatment), insect repellent and tea tree oil (soothes bites). It is also recommended that you carry a pack of sterilised syringes, needles and surgical gloves also some antibiotic tablets (seek your doctor's advice.)

Don't forget your medications and toiletries

It sounds obvious, but make sure you carry sufficient supplies of medications and prescription drugs for the duration of your trip and beyond. Check that prescription drugs are legal imports in the countries you are visiting. It is advisable to take an up to date prescription with you. The different environment could aggravate certain conditions and thinking you'll be fine or it can be purchased overseas could be more than a silly mistake.

Avoid purchase of medications in developing countries as many counterfeit medications are in the marketplace!

Dietary changes can easily inflame diarrhoea, so seek a prescription for Lomotil or Imodium, and Dioralyte. (Paradoxically, dehydration can also bring on diarrhoea, so be prepared to drink plenty of **bottled** water.) If you are prone to gastric reflux stock up on antacid tablets. Asthma sufferers, even if your asthma seems dormant prior to departure, should pack their sprays as climatic changes can exacerbate asthma.

In some countries, unless you are in a major city, everyday toiletries can be difficult or impossible to find. Take supplies of soap, shampoo, aftershave, contact lens solution, tampons, tissues, toilet paper etc – whatever is relevant.

Further information

'Checklist for Travellers', Foreign and Commonwealth Office

'Essential Information about your new Passport', UK Passport Service

'Health Advice for Travellers', UK Post Offices or Telephone 0800 555 777, E-mail dh@prolog.uk.com; Updates on Ceefax pages 460-464

Web sites

Foreign Office, www.fco.gov.uk or telephone no 0870 606 0290

MASTA, www.masta.org

4.13 General Guidelines: Health (while you are away)

Introduction

Be cautious and it is unlikely that you will catch some exotic disease abroad.

Quite simply you should:

- Be careful about personal hygiene;
- Be careful about what you eat;
- Be careful about what you drink; and
- Be careful around pets and other animals.

What do I drink?

“Don’t drink the water” is a piece of advice that is well heeded in developing countries. Stick to bottled or canned drinks, in particular well-known brands. Be especially cautious in countries where poor sanitation exists. Ice in a drink might be a hazard as is cleaning your teeth using tap water.

Boiling water for 10 minutes is a reasonably effective method of sterilisation as is the use of purification tablets or an iodine filter.

What can I eat?

Food is an individual thing. Different foods make different impacts on different people. Some travellers are extraordinarily careful, living on a diet of bottled water and food that has passed the most meticulous scrutiny, and even they may still get gastric problems.

Indiscriminately eating at some local markets may adversely affect the digestive system and is not recommended.

If visiting places with doubtful hygiene you should exercise judgement. To assist you in this it is suggested that you:

- avoid cold meat, salads, salad cream and shellfish, unless convinced of their safety;
- peel fruit and vegetables;
- avoid pre-cooked and reheated foods; and
- if you are preparing food, scrupulously clean all implements before and after use.

When in the homes of brethren and sisters it is courteous to accept what they offer so far as is prudent, but they will normally accept an explanation that you have a fussy stomach. Blame yourself, not the food!

“Be wise as serpents but harmless as doves.”

What if I get diarrhoea?

The normal sickness to afflict the Field Worker is traveller’s diarrhoea. If you do get diarrhoea, the first thing to do is wait. It rarely lasts more than two days. Just make sure you keep up your fluid intake (perhaps in combination with Dioralyte) otherwise you’ll dehydrate. Avoid fruit juice as it can aggravate diarrhoea. If you have severe symptoms *see a doctor without delay*.

If mild symptoms persist use Lomotil, Imodium or similar medication. This should slow things down. If symptoms persist, it may be more than traveller’s diarrhoea and you should see a doctor.

What if I fall ill?

If you are unable to treat the illness yourself, you should go straight to the best local health care facility. The local brethren may be able to recommend a good doctor.

Don’t forget that your insurance details will contain an emergency medical assistance number. In extreme cases your insurer can have you flown home or to a country where treatment is available.

Always keep your insurance details and CBM contact numbers with you at all times.

4.14 General Guidelines: Conduct

Introduction

Your conduct, especially as it relates to the environment you will be working in, can make the difference between success and failure. Unfortunately, much sincere, well-meaning preaching and pastoral work has been undone by field worker ignorance or intolerance. What we may do in the UK, say, to deal with an issue or to convince others of the truth of the Gospel could be construed as arrogant, disrespectful and downright rude.

It is crucial that you try to adapt and fit in with local ways. Be warned, you will not always be successful and even the most experienced Field Workers have misjudged situations. Keep in mind “separation” as taught in Ephesians 2:12. For members of the Commonwealth of Israel, scriptural principles take precedence. However, reasonable

attempts to come to grips with local ways, are always appreciated by the local brethren and sisters.

The CBM insists on a high standard of behaviour by all its Field Workers, not only in their relationship with brothers and sisters and interested friends but indeed with fellow field workers and all with whom they come into contact, ***remembering that our behaviour and relationship with others must not only be, but appear to be, above reproach in all things.*** Whenever possible, follow the pattern established by Christ for his Apostles and travel with a fellow-worker, but be careful to not spend time in the sole company of a member of the opposite sex.

This section is very much a general overview. Specific advice will be detailed in the location briefing notes and can also be sought from your Link Man or Area Secretary.

A Code of Ethics for Tourists (adapted from a tourism display in Jakarta, Indonesia)

1. Travel in the spirit of humility and with a genuine desire to learn more about the people of your host country.
2. Be sensitively aware of the feelings of other people, preventing what might be offensive behaviour on your part. This applies very much to photography.
3. Cultivate the habit of listening and observing, rather than merely hearing and seeing. Avoid the ‘Western’ practice of knowing all the answers.
4. Realise that often the people in the country you visit have time concepts and thought patterns different from your own: this does not make them inferior, only different.
5. Acquaint yourself with local customs: people will be happy to help you.
6. Remember that as far as officials are concerned, you are only one of the thousands of tourists visiting, so do not expect any special privileges.
7. Don’t expect a “home away from home” experience.
8. Do not make promises to people in your host country unless you are certain you can carry them through.

Behaviour

Be polite, patient and relaxed. Look as if you are enjoying yourself even when you are not.

Certain cultural traits will be, at least, confusing and, at worst, alarming to a visitor from a Western nation. It is important that you quietly accept the situation you are in, remembering you are the visitor and that it is usually only a short time before you will

return to what you are used to. *Above all, don't imagine that your culturally based customs are part of 'The Truth'.*

You may be overcharged, laughed at, or not always treated with the respect you feel you deserve. Do not react, especially if you are in the company of brethren, by insisting on your rights, by abuse, or by constantly harping on the injustice you may have suffered. Make sure you do not join that nauseating category of Westerners who will launch into lengthy tirades about that shifty merchant who overcharged him five cents for an orange.

Do not be upset if you perceive that the local brethren seem to disregard protocols we hold near and dear. Punctuality, planning, organisation, decision-making may not seem to be listed in the local meeting's behavioural profile. Don't worry, relax, because normally, despite apparent indifference, things seem to get done.

Avoid aggressive or impolite gestures such as hands on hips, pointing and crossing your legs, beckoning with your finger. Discussion with local brethren could make you aware of taboos that could be offensive!

Language

If the CBM area you are entering does not speak English as a first language, try to learn certain key phrases, e.g. "Good morning, sir/brothers and sisters", "How much does this cost?", "Please", "Thank you", "Please direct me to the nearest toilet". This will prove invaluable as it will help break down barriers between yourself and the brethren and sisters. It may also provide them with a source of innocent mirth.

Most nationalities are sympathetic to, even impressed by, the most inept attempts to wrestle with their language, (although most people will be more interested in practising their English on you!). If you have the time (and the money) it is recommended that you attend a commercial language course. These courses also tend to supply valuable cultural insights.

Driving (See Section 6, CBM Policy on motor vehicle use)

In some countries there is a CBM-owned vehicle. In others you may need to hire one. Ensure that you take your UK or International Driver's Licence. The driving conditions are sometimes very poor and you may be travelling on dirt roads for long distances. It is essential to obey the rules of the road and take a sensible degree of care. Examine the vehicle before you leave, ensure you have useable tyres including a spare, and that you have oil, water, and that you know what the hirer wants you to do in case of a breakdown. Don't rush and do damage and, if you can, get off dirt roads before nightfall.

Photography

Most people like to have their photograph taken and will pose happily for you.

If a person clearly does not want to be photographed then point your camera elsewhere. You may also find that *women and men of some cultures will be insulted if you ask them to smile.*

Avoid photographing sensitive subjects such as aerodromes, military establishments and clear-felling timber cutters. Confiscation of camera gear and a not-so-friendly chat with the authorities can take the gloss off that special shot. If in doubt, ask!

Prayer

Last but by no means least, make time for prayer. It is the Lord's work we are doing and it is vital that you spend time in prayer both while you are preparing and while you are engaged in the work, seeking His guidance and blessing in every aspect. The evidence is that over the years our Lord has richly blessed all that we undertake in His name. Many return from visits openly testifying to His guiding hand. We must not presume upon His goodness but in humility ask His continued support and give thanks for the blessings whatever unfolds. During the visit set aside a 'Team Time' for prayer each day.

Aftercare

You will probably return with a changed perspective on your own life, and this will be the time to share the insights that you have gained with others who may not be able to go themselves but who can help from home with their own prayers and maybe by giving to the CBMs and/or in correspondence work.

Look out those addresses you collected so you can keep postal contact with brethren and sisters and contacts (though prudently as advised above).

Organise those photos/slides that you may be able to use at your ecclesia/CYC/Sunday School back home.

Get round to writing up your experiences for *The Bible Missionary* magazine.

Continue in prayer for those you have left behind, and for all others who work for the effective spreading of the Gospel.

Other information available from your Link Man

List: Essentials and options when packing

List: Recommended foreign language literature

Guides: Travel information and advice, general and local

Guide: Ecclesial Guide for use in mission areas

Guide: CBM Policy on motor vehicle use

Guide: Establishing new ecclesias

4.15 General Guidelines: Sunday Schools

“Gather the people to me, that I may let them hear my words, so that they may learn to fear me all the days that they live on the earth, and that they may teach their children so.” (Deuteronomy 4:10 ESV)

Teaching the young is a key part of ecclesial life, and wherever possible arrangements should be made for some sort of scriptural education for children and young people.

There are various sources of teaching materials:

CBM Sunday School Lessons

A programme of lessons is available to support the teaching of primary school children. The lessons cover a two-year syllabus, and are intended for use in an environment where children have no access to writing implements. Year 1 Lessons may be ordered on-line from <http://stores.lulu.com/cssu>. This is a print-on-demand service and the books will be mailed to your home address. Payment is by credit or debit card. The Year 2 Lessons are stocked by the CSSU, and may be obtained via the CSSU Schools Secretary, Sister Christine Walker, 1400 Warwick Road, Knowle, West Midlands, B93 9LG.

CSSU Sunday School Lessons

For many years the CSSU and CBM have cooperated in making Sunday School materials available to ecclesias in CBM countries without charge to the ecclesia or to the link man’s budget. A wide range of materials is available, covering the needs of children and young people aged from 3 to late teens. In general it is assumed that writing materials are available. CSSU lessons are available from Sister Christine Walker (address above).

Lessons have been translated into various languages: French, Polish and Russian.

Magazines for young people

The CSSU produces three bimonthly magazines. ‘My Sunday School Magazine’ is for children aged 3-7; ‘Bible Explorers’ is for children aged 7-10; and ‘The Word’ is aimed at young people aged 11+. These are distributed by Sister Miranda Peel (Worcester, see Brother R Peel in CALS diary). As with lesson notes, these magazines are distributed by post to ecclesias, and no charge is made for ecclesias in CBM countries.

Section 5. CBM Policy on Problems in the Mission Field

(as discussed with three Dawn brethren on 4 June 1992)

The following is a summary of the standpoint adopted by the Christadelphian Bible Mission in dealing with the subjects mentioned below when they arise in the Mission field. It is possible to establish firm principles for all these issues according to our understanding of the Scriptures. However, the fabric of human experience in the developing countries is such that varied circumstances will arise around the issues themselves. Before applying censure or other judgement to a specific case we would first consider prayerfully its merits, the context surrounding it and, where possible, the views of those involved and the local brethren. The application of Scriptural principles may vary and will be tempered by the spirit of Christ.

5.1 Armed forces

We believe and teach that those who become followers of Jesus Christ and are baptised into our community should have nothing to do with violence, neither should they show allegiance to the armed forces or police of the countries in which they live.

Those who learn the Truth while in the armed forces are advised by us to seek to be released by any way that is legal and scripturally right; and, if possible, they are asked to approach their commanding officer. In any case, the support and help of the link man or relevant mission worker should be sought.

Since the duties assigned to policemen and policewomen often involve violence, especially so in African States, the comments made above largely apply to this issue also, and those who are involved are advised to find alternative employment.

5.2 Multiple marriages

Because the laws in many mission territories permit a man to have several wives it is inevitable that we shall be asked to accept for baptism those who are in this situation. Our teaching however stresses the Bible's ideals of one man, one wife. Those who wish to be baptised are required to understand and accept this principle. For those marriages entered into before coming to the Truth it has long been CBM policy that the existing marriages should be accepted for the sake of those who would otherwise be left without means of support. However, candidates for baptism who are in this situation are encouraged to teach the Truth to their wives and children.

A brother who has been baptised in these circumstances must understand that, not being able to uphold the ideals of Christian marriage, he should not become the Elder of his ecclesia.

Second and subsequent marriages after baptism are not permitted.

5.3 Divorce

The Biblical principle which is taught on this issue is that divorce is an offence to God. What God has joined together man should not separate. Those who divorce may be guilty of hardness of heart and a lack of forgiveness (which is a central element in our own salvation). Wherever possible, advice should be given and help sought before reaching such an impasse.

Even in circumstances where the *exceptive verse* (Matthew 19:9) or where the departure of an unbelieving wife or husband (1 Corinthians 7:15) might be shown to apply (with appropriate factual evidence), divorce should not be contemplated until all other avenues have been exhausted. Where possible, the ecclesial elders will carefully examine the circumstances of each case and advise on the appropriate action to be taken.

There will sometimes be those who apply for baptism, having been already divorced. These will be accepted if there is a genuine understanding and acceptance of the Scriptural principles.

5.4 Remarriage

Remarriage after divorce is not permitted. The exception might be when the first marriage was ended through the unfaithfulness (Matthew 19:9) of the other partner.

5.5 Marrying out of the faith

Our teaching and advice on this subject is to avoid it whenever possible. At baptism allegiance has been promised to the Lord Jesus Christ and all other decisions in life should be subject to that allegiance. Marriage with someone who does not accept Jesus on the same basis may well produce discord or a compromise of faith.

This can lead to difficult situations (particularly in Africa) when a girl who has been baptised finds that her non-believing family expect her to enter into an arranged marriage. The difficulty deepens when it is expected that she takes the faith of her husband. Sometimes there are no available partners in the Faith. Those in this situation are counselled to seek out a God-loving potential partner and teach him/her the Truth before they marry.

5.6 Security guards

Each case should be considered in its own context. When a security guard is expected to carry a weapon of some kind, such duties are incompatible with a life in Christ. However, sometimes the duties are no more than being say, a doorman checking who enters a building and involves no potentially violent situation. In view of the difficult employment situation in many countries we would look at the circumstances before suggesting that a candidate give up his job when becoming a member of an ecclesia.

5.7 Drinking

This is a serious problem in some areas of mission activity. The principle applied is that alcoholic drink can be dangerous to the body and offensive to others when it is not taken in moderation. In societies where moderation is not exercised and some brethren are tempted to drink to excess the advice given would be to avoid alcohol altogether. Respect should be paid to those ecclesias which feel it better to ask their members to abstain and who take appropriate action when this counsel is abused.

Section 6. CBM Policy on Motor Vehicle Use

6.1 Introduction

Missionaries often have no alternative but to use a motor vehicle in order to visit ecclesias or contacts that may be inaccessible or in locations not served by public transport. Depending on circumstances in the country one of a number of options may be chosen, either

- a. hire a vehicle and driver,
- b. hire a self-drive vehicle, or
- c. purchase a vehicle for CBM use.

There are advantages, disadvantages and risks associated with all options and these will be outlined in this document to help missionaries choose the best option in the light of circumstances in the country concerned.

6.2 Choosing the right option

The following are some of the factors that need to be taken into account when choosing the best option in determining whether to hire or buy.

- The cost of hiring over a number of years relative to the cost of purchasing, insuring, maintaining and running a CBM owned vehicle. In some countries it is very expensive to hire a vehicle, particularly if 4×4 or vehicles with a high ground clearance suitable for 'off road' country use are required. Before purchasing a vehicle it would be necessary to undertake a costing to prove that purchase was a more cost effective option than hiring.
- Hiring a suitable vehicle for mission work, especially a 4×4, or vehicles with a larger seating capacity than normal, can be difficult.
- The reliability of hired vehicles can sometimes be questionable; and the knowledge that missionaries are to have the use of a well maintained CBM vehicle can be reassuring in avoiding breakdowns in difficult and possibly dangerous country areas.
- CBM-owned vehicles need a place where they can be stored safely when not in use; preferably in a secure location where a brother can ensure the vehicle is kept,

well maintained, serviced, and ready for use.

- It is often difficult to arrange for hired vehicles to be taken over borders. If frequent border crossings are involved in the missionary work this needs to be taken into account.

6.3 Hiring a vehicle

It is often easier and cheaper to hire a vehicle from a known hire company at the airport on arrival and return it just before leaving the country. However, it is as well to appreciate the following;

- Even companies such as Hertz do not have their own staff and vehicles in all countries; they often use agencies and local companies that may not perform to the same standard as in Europe.
- Before hiring a vehicle it is essential to clarify that the vehicle will be insured comprehensively; and if you need to cross borders in your journey this should be made clear to the hirers and the relevant documentation obtained.
- Before driving off please agree the existing condition of the vehicle before driving off so that there is no disagreement about damage on your return. Take the trouble to ensure that:
 - a. The vehicle is properly taxed;
 - b. It has an MOT or equivalent certificate of roadworthiness;
 - c. The tyres, including the spare, are in good condition;
 - d. There is a jack and handle, triangles, etc;
 - e. Whether the tank is full or empty and what condition it is expected to be returned in. (Some companies charge extra to fill the tank, clean the vehicle etc.)

6.4 Hiring a car and driver

In some countries it is relatively cheap, and even desirable to hire a car with a driver. In fact in some countries there may not be an alternative when hiring a car but to accept a driver.

This has the added advantages of a driver experienced in local road conditions, who is also responsible for the vehicle and any damage caused, and can deal with the local police checks etc. Nevertheless it is still good practice to confirm that the vehicle has all the necessary documentation, and insurance etc, and that the driver has a current licence.

These may seem to be unnecessary precautions, but believe it, Brethren have been delayed and even left stranded by the absence of proper vehicle documentation and the confiscation of the vehicle by the police.

When hiring a vehicle it is necessary to ensure that the terms of the hire are completely clear. For example, specify the areas of the country to be visited and what costs are covered in the agreement, i.e. a daily rate, fuel, drivers meals and accommodation, tolls, mileage charges if any, etc.

6.5 Crossing borders

When crossing country borders it will be necessary to take the following documents with you:

- Driving Licence/International Driving Licence as required.
- Vehicle Registration Document (a copy will often not be accepted).
- Insurance Certificate. If possible your comprehensive insurance should cover international use in the country to be visited. If only third party insurance is available when using in another country then be aware of the risk of complete write-off in the event of an accident.
- However, in addition to this, the country you travel to will often insist that you take out additional third party insurance for use in their country.
- A letter from the owner/hire company etc, of the vehicle, authorising you to take the vehicle out of the country. In the case of CBM-owned vehicles it may be necessary to obtain one from the Link Man on CBM letterhead before going to the country, or from the Mission Office in the country concerned.

When leaving a country you will be required to obtain a temporary exit permit which must be surrendered when re-entering the country; and similarly when entering a new country you will be required to obtain a temporary import certificate which must be available for inspection at police checkpoints. This will be surrendered when leaving the country.

6.6 Purchasing a CBM vehicle

The purchase of a vehicle for use by CBM missionaries must be authorised by CBM Council. The case for its acquisition should include the following elements:

- Why purchase will be a better option than hiring a vehicle: an outline of the advantages of purchase and the disadvantages of hiring or using public transport. Consideration should be given to the possibility of the vehicle being used by other

CBM Link Men responsible for adjacent countries.

- An outline of the full cost of purchase including taxation, insurance, maintenance over the forecast life of the vehicle, and likely residual value, as compared to hiring over a period of time e.g. 6 years.
- Information about where the vehicle will be stored when not in use and who will take responsibility for its security and for its regular maintenance and repairs, and obtaining renewal certificates of roadworthiness, insurance and re-taxing the vehicle etc.
- Whether it is intended that anyone other than CBM missionaries will use the vehicle, e.g. local brethren, and if so what assurance can be given that the vehicle will be handled properly.
- Whether there will be any age restriction on those who can drive the vehicle in order to meet insurance conditions etc.
- What arrangements are to be made for the future replacement of the vehicle, e.g. by establishing a sinking fund, by which the alternative cost of hiring is deposited in order to build up a fund for future replacement of the vehicle, and to pay for its maintenance and insurance etc.
- How the purchase of the vehicle is to be financed, e.g. by private donation, loan from CBM, general appeal to the Brotherhood etc.
- Confirmation that a log book will be kept to record all journeys, with start and finish mileage, any faults that occurred that need to be dealt with etc.
- Confirmation of who has overall responsibility for the vehicle, e.g. where more than one link man may be involved in its use.
- Confirmation that before using the vehicle, instructions will be handed to the drivers on the following:
 - a. information on speed limits in the country,
 - b. equipment or labelling required on the vehicle to meet local laws,
 - c. documentation and procedures for the crossing of borders,
 - d. operation of 4-wheel drive if applicable,
 - e. cleanliness and starting procedure (if diesel),
 - f. what is to be done in the event of accident.

6.7 Conclusion

The hiring or purchase of vehicles for CBM use constitutes a major part of CBM expenses for visits. CBM Link Men are asked to ensure that the optimum solution is found for their particular circumstances, and to consult with Link Men of adjacent countries to see whether their needs can be met, by joint arrangements.

Section 7. Guide to Interviewing Candidates for Baptism

7.1 Principles

When interviewing candidates for baptism in lands other than their own, CBM workers should be neither more nor less rigorous than they would be at home in Britain. To be ‘a world-wide fellowship’, we need both a common faith and a shared approach to the major practical issues that believers face in the modern world.

However, interviews need to take account of the circumstances in which believers find themselves in other lands, where perhaps economic hardship, widely varying social environments, limited resources for learning and the absence of a firmly established ecclesial structure serve only to increase the pressures on them.

7.2 The conduct of interviews

- a. Before an interview takes place, the candidate should normally have been prepared in some way, e.g. have completed a correspondence course or similar or been instructed by local brethren and sisters. A major effort should have been made to obtain (or have regular use of) a Bible. Where possible, pre-printed questionnaires can be used with advantage to ensure that candidates are suitably prepared. If this is done, the interview questions should be phrased differently so that the person being interviewed cannot answer ‘parrot fashion’ and gives an indication of their level of understanding.
- b. An interview is unlikely to be successful unless the candidate has a basic familiarity with the Bible. If possible he/she should be encouraged to bring a Bible and be ready to refer to it. The interviewer will often wish to explain some points by reference to particular passages.
- c. Interviews should normally be conducted by at least two people. Where the candidate is a woman, the participation or at least the presence of a sister is highly desirable.
- d. They should normally not be those who have been the candidate’s tutor(s) or who have prepared him/her for baptism.
- e. At least in the early stages in any particular country, interviews should be conducted by brethren and sisters from the UK, but local brethren with suitable understanding and personal qualities should be invited to be present and to partici-

pate as soon as this is deemed possible.

- f. Candidates should be interviewed individually and not in a group.
- g. Where a translator is needed for the interview, another person able to understand both languages should be present where possible to ensure that the translation is 'neutral', i.e. not offering the candidate inappropriate help. It is important to explain to translators what is expected of them, i.e. as precise and neutral a translation as possible of the questions and of the candidate's responses.
- h. Interviewers need to avoid the temptation to answer the questions for the candidate, but some gentle prompting over details can be given where it is clear that the candidate is genuine.
- i. It is important to put the candidate at ease as much as possible and thus enable them to express themselves freely in what can otherwise be a very nerve-racking situation for them. The following steps may be helpful for this purpose:
 - Interviews should be conducted as a friendly conversation about shared vital concerns (i.e. not as an examination) and should begin and end with prayer. What we are seeking is a confession of faith, not simply a specific level of knowledge. We and the candidate need to be clear that there are no misunderstandings about what we believe to be saving truth and the way of life that is expected of those who have committed themselves to Christ through baptism.
 - Someone whom the candidate knows and trusts should, where possible, be present at the interview.
 - In order to build confidence the interview may initially be conducted as a preliminary interview and then made the interview proper if the candidate appears to be well prepared. Conversely, if it becomes clear that the candidate is not yet ready, the embarrassment at this situation can be minimised if it has begun in this way.
- j. It is important that candidates be given the chance to ask as well as answer questions – about points of uncertainty, about practical issues, and about us as people and a community. All answers can be better reinforced if the candidate can be referred to a Bible held in their own hands.

They also need to be sure of what they are doing – and sure of us too! It should also be explained how the baptism will be performed.

Before conducting baptismal interviews, please take a few minutes to ask yourself the following questions:

1. Should the content of the interview differ in any way from than of an interview

conducted in the UK, for example?

2. Is it right to help the candidate in any way in answering the questions?
3. How can we assess the candidate's motivation?
4. Who should be interviewed?
5. Who should conduct baptismal interviews?
6. Candidates for interview are often nervous. What can we do to help them feel at ease?
7. An interpreter often has to be used in interviews? What can be done to minimise the problems in this procedure ?
8. Put yourself in the position of the candidate before the interview. What would you
 - a) most hope for?
 - b) most be apprehensive about in the way in which your interview was conducted?
9. What advice would you give to anyone conducting an interview for the first time?

7.3 The content of interviews

Interviews need to cover three main areas:

- Motivation: why, fundamentally, does the candidate desire baptism?
- Basic doctrines.
- Practical issues.

Motivation

This issue is particularly important in a situation like that in Eastern Europe and Africa where economic desperation can lead to requests for baptism which are not well founded. Though it is not for us to judge the genuineness of the confession, whatever doubts we may privately have – its genuineness is ultimately a matter between the individual applicant and the Lord – it is important that issues of motivation form part of the interview. We have to endeavour to shield applicants from making a false commitment, ourselves from the possible problems which may arise, and other local brothers and sisters from the disruptive effects which arise when fellow-believers lapse from their faith.

Basic doctrines

Interviews should cover all the principal areas, as they would anywhere. These may be grouped follows (not necessarily in this order!):

Basics

- i) the Bible as the Word of God;
- ii) the nature of God (including the issue of the trinity);
- iii) the person of Jesus;
- iv) the Holy Spirit;
- v) creation.

God's saving purpose

- vi) the nature of man (sin, mortality – including the 'soul' and 'the 'devil' and demons);
- vii) the Cross, the saving work of Christ, his death and resurrection and our response (our acceptance of God's justice), forgiveness of sins, grace;
- viii) Christ's exaltation and ascension;
- ix) Baptism and its meaning;
- x) The Second Coming, resurrection and judgement;
- xi) The Kingdom of God;
- xii) The promises, Israel;
- xiii) The present work of Jesus.

Although there is no need for detailed reference to such documents as the BASF or *The Declaration*, it should be made known that the BASF is the summary of key doctrines on which Christadelphians stand. Ecclesial constitutions used locally should make this clear.

While candidates need not be required to show a detailed knowledge of Bible history and personalities ('the kings of Israel and Judah'), a good general grasp of the Kingdom of God in the past is essential to appreciating its promised restoration. Where a quick assessment of a candidate's readiness for full interview is required, an early question along the lines of "Tell me what you know about the Kingdom of God" will often reveal whether a full interview should proceed.

The degree of detail and depth of understanding expected will vary according to the age, education and circumstances of the individual.

Practical issues

These should include the following:

- Our fundamental aims in our life in Christ;

- Developing a personal relationship to Christ;
- Honesty and integrity amid the pressures of modern life; the importance of working to support selves and others, forms of work to avoid;
- Avoiding addictions – alcohol/smoking/drugs/evil entertainments;
- Marriage (choice of one partner ‘in the Lord’, faithfulness, permanence, sexual behaviour);
- Family life (responsibility to support family, behaviour towards husband/wife/children/parents);
- Responsibilities towards the state (including military service, political life) – for women as well as for men. This should include guidance about what to do when faced with specific state requirements, e.g. military service, voting, legal action;
- The importance of Bible reading (including *The Bible Companion*), prayer, the Breaking of Bread and fellowship. Guidance about the Breaking of Bread for those living in isolation is particularly important;
- Our responsibility towards our fellow-believers/our ecclesia/the world-wide brotherhood;
- Our responsibility for witness to our family and neighbours (in relation to the particular circumstances of the individual).

7.4 Suggested questions for baptismal candidates

The candidate should be made at ease, and assured that the interview is not an examination in the worldly sense, but to show they are aware of the action they are taking. Experienced interviewers will have their own well-trying checklist, but the following questions should be covered, and answered by a good confession of the things concerning the kingdom of God and the Lord Jesus Christ. There should be a good appreciation of God’s Word and a desire to grow in love, faith, and obedience to the Great Creator. Help should be given wherever possible without the answers being provided, and use of the Bible with Bible references encouraged.

Baptism

Why do you want to be baptised? What will it do for you?

Describe baptism and its significance.

What is our natural state as described in the Bible? (*i.e.* ‘sinners’ which means that we ‘miss the mark’ of obedience to God, and therefore we die. Return to this question in

more depth in later section on the fall.)

Do we have any relationship with Jesus before baptism?

Will baptism unite a person with Jesus and God if they do not understand its meaning?

Can children be baptised?

Why is it necessary to have a full understanding before we are baptised?

The Bible

Do you believe that the Bible is God's word? Is it therefore completely true?

What makes you believe this?

How was it written? Who wrote it? Are there any other writings inspired by God?

How often should we read the Bible?

Creation and fall

Who created the world?

For what purpose?

Describe the creation of the first man and woman. What does this tell us about marriage? (*one man, one wife, for life; a partnership*)

In what state were Adam and Eve before they sinned? (*i.e. innocent, and not condemned to die*)

What command did God give them, and what happened?

What do you know about the serpent?

What came into the world as a result of their disobedience?

How did Adam and Eve try to cover their nakedness?

Why did God not accept this?

What did God provide for them? What did it represent? Why the shedding of blood? (*recognition that God was right in imposing death as a result of sin; evidence of genuine repentance*)

What promise did God make to them?

Satan, devil and demons

Who or what is Satan?

Who or what is the devil?

Is God all-powerful?

Can he have any opponent?

The demons/evil spirits of the Bible: what are they?

Angels

What do you know about the angels?

Do they ever sin?

The consequences of the fall

What happens at death? Describe the death state.

What is hell? (*difference between Hades and Gehenna*)

Is death the final end of us?

How can we escape from the effects of sin? (*connect back to baptism*)

God

What does the Bible teach us about God?

Can you describe His nature? (*i.e. unity, Father of Jesus, not trinity*)

What can you tell us about His character? (*i.e. the balance of mercy/justice, grace/truth*)

Jesus Son of God

Who is Jesus Christ?

What is his relationship to God?

Did Jesus exist before he was born of Mary? Was she a normal mortal woman ?

Do you believe that God is 'three in one' (a trinity)? Why not?

How was Jesus conceived?

Can anyone else save us?

Why did Jesus give his life when he did not deserve to die?

Was he subject to the same temptations as we are?

What did he overcome in his death?

What was the difference between him and us?

Were there any prophecies in the Old Testament about his resurrection?

Where is Jesus now? What is he doing?

What do the words 'Jesus' and 'Christ' mean?

What do we know about the things that Jesus still has to do in God's purpose?

Holy Spirit

What (or who) is the Holy Spirit ?

What is its power used for?

Is God's power still active today?

Why were the apostles and early believers given special Holy Spirit powers?
Do people have Holy Spirit powers nowadays?

The Gospel message and the Kingdom of God

Describe the Gospel message.

What do you understand by the 'Kingdom of God'?

Has a kingdom of God existed in the past?

What happened to it?

How was the nation of Israel first established? Do Christians have to keep the laws that they were given?

What place do the Jews have in God's purpose?

What happened to them for their disobedience? How have they continued to be God's witnesses?

Will the nation ever accept Jesus as their saviour?

Is the present State of Israel a sign to us today? What does it show us ?

Abraham and David – their connection with the Gospel

What promises did God make to Abraham?

Did these promises have any fulfilment in the days of Abraham?

What do you understand by "his seed"?

How will the promises be fulfilled?

Do they promise resurrection and immortal life for the followers of Jesus Christ?

How do we become Abraham's seed?

What was the promise to David?

Who is the son who was promised to David? How do we know that?

What was the title given to Jesus by Pilate?

What will Jesus do when he returns? Where will the capital of the kingdom of God be?

How long will the kingdom of God last after it is set up by Jesus? What will its purpose be?

What is the meaning of the word 'saint'? What will the saints do in the kingdom of God?

Will there be any mortal people in the kingdom of God?

Judgment to come and the life of the believer

When will people be judged for what they have done?

What about people who died before that time?

What do you know about the resurrection?

Will everybody who has ever lived be raised and judged? (*only those who are responsible*)

What makes a person responsible? (*knowledge and understanding of God's will – "light"*)

Knowledge brings responsibility, so will all who know the gospel be made immortal?

What will happen to those who know the Gospel now but reject it?

What will be the punishment of those who serve Jesus badly?

Who will be approved? What will be their 'reward'?

What commandments has Jesus left for us to follow?

Have you counted the cost of being a follower of Jesus Christ? If necessary, are you prepared to face hostility, persecution, imprisonment for your faith?

Way of life

Ensure that the candidate accepts these personal things.

How often should we read the Bible? How can you make time to read the Bible with your wife/family (depending on personal circumstances)?

What does Jesus command us to do as often as we can in remembrance of him? What is the significance of the bread and the wine?

When should we pray?

How will you join in fellowship with other brothers and sisters and support your local ecclesia (where there is one)?

What responsibilities will you have to the ecclesia – local, world-wide?

Why is it that Christadelphians do not have priests, ministers, etc?

Who is responsible for the welfare of our brothers and sisters in Christ?

How do the roles of brothers and sisters differ in the ecclesia? (*How are the jobs they do different?*)

Why should sisters wear a head covering in ecclesial meetings, especially the Breaking of Bread?

Should a Christadelphian break bread with those who do not share the same beliefs?

When should we withdraw fellowship from a member? What is withdrawal for?

Why must Christadelphians be honest and trustworthy? Can you give examples of this inside and outside the ecclesia?

What should be our attitude to money and other material things?

How can you avoid being dragged down by the standards of present-day life ? (*e.g.*

ungodly companions; immoral entertainments, including books, videos, Internet; voting and politics; going to law; swearing oaths; using weapons and violence; alcohol; smoking; drugs)

How important is it to work and to support ourselves and our families?

What kind of work is not appropriate for a Christadelphian? *(police, military and security work, sex industry, working in a bar/nightclub, making weapons, etc)*

What does the Bible teach us about sex? *(Sex within marriage only, for man and woman, not between men or between women)*

What is important when seeking a husband/wife? *(Marriage only with another believer. No partnerships with unbelievers. One man, one woman is what God intended.)*

What does the Bible say about divorce and remarriage?

Are there features of the candidate's life that the ecclesia should be aware of? *(i.e. other wives, divorce or court proceedings, lack of legal ID)*

What is our responsibility to the state? *(law-abiding, except where laws conflict with laws of God)*

How can we help others to find the Truth of the Gospel?

How can we teach our own wives/husbands/families about the Truth?

What are the two great commandments Jesus gives us?

Are there any questions you would like to ask us?

Do you still wish to be baptised?

Appendix A. Risk Management Plan

This plan has been produced by the CBM to assist Council, Area Committees and Link Men to manage the various risks they may face as they carry out their work. As field workers are the outreach arm and public face of the CBM, this plan focuses on issues arising in their selection and subsequent fieldwork in CBM areas. The plan aims to reduce risk as much as possible and this, in turn, will result in the CBM being more effective in carrying out its role of preaching the Truth in overseas countries.

Definitions

Risk is the potential for loss, or exposure to loss. This may include personal loss, financial loss or loss of reputation. Effective management requires ongoing attention to identifying and managing risks. The following sets out areas where the potential for risk has been identified along with the strategies for managing and minimising those risks. The categories are explained as follows:

Source of risk (Threat) is an event or situation that can give rise to a loss.

Possible outcome (Impact) outlines what would happen if one or more threats occur. They describe their impact on the activity of the CBM and are determined without the consideration of controls (e.g. procedures) that may already be in place.

Likelihood is an indication of the probability and frequency of the risk occurring. These have been graded: 5 (almost certain), 4 (likely), 3 (moderate), 2 (unlikely), 1 (rare).

Consequence is the result of a threat actually occurring. It measures the impact this would have on the CBM (its committees and field workers) and is graded into levels of severity: 5 (catastrophic), 4 (major), 3 (moderate), 2 (minor), 1 (insignificant).

Risk rating is the sum of the grades for likelihood and consequence. It gives an indication of the risks that the CBM committees and field workers are likely to face. The higher the rating, the greater need to be aware of the risk.

Mechanisms in place that are designed to reduce the level of risk (Controls) are management procedures (e.g. policy, process, technical instruction), recommendations and infrastructures used to prevent, detect, correct or reduce the impact of undesired events or unintended consequences.

General statement

The CBM (operating through Council, Area Committees and Link Men) recognises that

it has a Duty of Care toward all field workers, members of Christadelphian ecclesias and interested friends in the countries in which it works. The CBM sees this Duty of Care in both a legal and a Scriptural context. It recognises its requirement to operate within the law (where there is no conflict with the law of Christ) as well as the necessity to uphold the teachings of Christ.

Field Workers

The CBM sees its field workers as an extension of itself, as volunteers who are giving part of their time to the service of the Truth in a CBM area. As such, the CBM must take all necessary steps to ensure the spiritual and physical health, security and well being of field workers. The CBM must screen volunteers to ensure that they meet its criteria for service as a field worker. At the same time it must brief them adequately, so that they can achieve the objectives of their service. Field Workers first and foremost must recognise that they are ambassadors for Christ and appreciate that there is a trust placed in them by the CBM to reflect this role as they work in CBM areas.

Members of Christadelphian ecclesias in overseas countries

The CBM aims to encourage independence in the ecclesias it is instrumental in establishing overseas and consequently the primary responsibility of brethren and sisters in overseas countries will be to their own ecclesia and not the CBM. However, the CBM recognises that ecclesias need ongoing support and assistance. It therefore sees itself as having an overarching responsibility for these ecclesias and their members. Where there are brethren and sisters isolated from an ecclesia, the CBM recognises a greater responsibility to look after their needs.

Interested friends/contacts

Where field workers are in direct contact with interested friends, the CBM accepts that it must ensure the appropriateness of the arrangement for the safety of the both field worker and contact. Where members of a local ecclesia accompany the field worker, the CBM again must be satisfied that established criteria for such contact have been met.

The following sections look at risk and its mitigation at the point where a field worker is going through a preparation process prior to service and then to the field worker and by the field worker when overseas. This summary does not claim to be complete and the CBM would welcome further comment to the Secretary.

Prior to travel

Threat Information withheld (e.g. medical conditions, criminal convictions) at application stage (a) by applicant, (b) by ecclesia.

Impact Inappropriate field worker representing the CBM.

Field Worker suffers serious health problem while overseas.

Likelihood (a) 2; (b) 2 **Consequence** (a) 4; (b) 4 **Risk Rating** (a) 6; (b) 6

Controls Application requires input from applicant and the applicant's ecclesia. Committee approval process involves impartial assessment and possibility of undisclosed information being known to individual committee member(s). It may be appropriate in some circumstances to make further discreet inquiries about an applicant from other sources. Regular review of Field Worker Application process by the CBM Council.
Applicant to provide health assessment (e.g. doctor's certificate) if required by CBM committee/working team.

Threat Inadequate briefing of field workers prior to travel

Impact Field Workers exposed to danger or avoidable hardship.
Field Workers unaware of full range of activities they are expected to be involved in.
Field Workers discouraged – unlikely to return and likely to present CBM fieldwork negatively to acquaintances.

Likelihood 3 **Consequence** 4 **Risk Rating** 7

Controls Ensure all field workers are aware of their responsibilities as outlined in the latest version of the CBM Handbook.
Provide up-to-date briefing to prospective field workers on their proposed destination (e.g. dos and don'ts), the objectives of the trip and the anticipated work of the members of the team.
Use trip debriefing to ascertain shortfalls of pre-trip briefing and incorporate lessons learnt into future trip preparation.

Threat Inadequate trip preparation such as lack of clear objectives, insufficient health information provided and inappropriate travel and accommodation arrangements being made

Impact Field Workers exposed unnecessarily to a health risk.
Field Workers compelled to stay in inadequate or overly expensive or inappropriate accommodation.
Significant times where no work is being done.
Poor image presented to local brethren and sisters.
Inappropriate image (e.g. holiday trip) presented to brethren and sisters at home.
Perception of funds mismanagement.

Likelihood 2 **Consequence** 4 **Risk Rating** 6

Controls Appointment of an experienced team leader.
Clear pre-trip briefing that incorporates health information. Where possible, this information should be documented.
Insist that field workers visit their doctor for latest health and immunisation requirements and recommendations.
Use trip debriefing to ascertain shortfalls of pre-trip preparation and incorporate lessons learnt into future trip preparation.
Careful consideration of issues such as the compatibility between team size and trip objectives.
Adequate funding of field workers as required.

Risks to field workers

Threat Culture Shock

Impact Field Worker unable to cope while overseas and is ineffective or detrimental to the work of the CBM.

Likelihood 3; 4 with first timer

Consequence 3; 3 with first timer

Risk Rating 6; 7 with first timer

Controls Comprehensive briefings of first-timers prior to their travel by experienced field workers.
Short stays preferred for first-timers.
First-timers always to travel with an experienced field worker.
Repatriations in severe cases especially where the work of the CBM is being clearly damaged.
Historical data (e.g. reports) consulted prior to approving subsequent visits.

Threat Death of or injury to a field worker as a result of an accident or natural disaster.

Impact Death of or injury to a field worker.
Increased insurance premium or ability to acquire future insurance affected.

Likelihood 2

Consequence 4

Risk Rating 6

Controls Application process reinforces CBM policy re vehicle use.
Pre-trip briefings reinforce reference to local brethren for advice, especially in regard to local threats and hazards.
Deferral or cancellation of visit when natural disaster present or clearly imminent.

Threat Death of or injury to a field worker as a result of an act of violence including terrorism

Impact Death of or injury to a field worker.
Increased insurance premium or ability to acquire future insurance affected.

Likelihood 2 **Consequence** 4 **Risk Rating** 6

Controls Referral to Foreign Office advice (www.fco.gov.uk or 0870 606 0290) prior to travel and make sure field worker understands risks involved. Field Workers to observe CBM Council requirements as determined from Foreign Office advice.
Consult, where possible, with local brethren to gain on-site information.

Threat Illness of field worker during visit

Impact Inability to continue programme.
Inability to contact next group in the programme.
Poor perception by locals of visiting field workers.

Likelihood 3 **Consequence** 3 **Risk Rating** 6

Controls Ensure all field workers are aware of their responsibility to visit doctor/ health centre before each trip to determine what preventative medication is needed.
Ensure all field workers are aware of the need to carry their own medication with them at all times, especially for stomach problems.

Threat Field Worker(s) suffer financial disadvantage including as a result of theft.

Impact Field Worker(s) stranded
Unable to pay bills and could be subject to arrest by local police.
May be compelled to borrow from local brethren and sisters.
Return home with financial problems.
Tarnishes CBM image both at home and abroad.

Likelihood 3 **Consequence** 4 **Risk Rating** 7

Controls Ensure field workers are travelling with sufficient funds and are fully aware of the extent of their financial commitment.
Reinforce roles to field workers in pre-briefing by stressing that CBM related travel is not a front for extravagant shopping trips.
Advise field workers on preferred financial arrangements (e.g. refundable traveller's cheques).
CBM Committees to review cases and make modifications to processes/

policy as required.

Threat Field Worker unable to exchange travellers cheques at foreign banks

Impact Field Worker(s) stranded

Unable to pay bills and could be subject to arrest by local police.

May be compelled to borrow from local brethren and sisters.

Return home with financial problems.

Tarnishes CBM image both at home and abroad.

Likelihood 2

Consequence 4

Risk Rating 6

Controls Advise field workers on preferred financial arrangements (e.g. refundable traveller's cheques).

CBM Committees to review cases and make modifications to processes/policy as required.

Threat Loss of field workers baggage through theft

Impact Field Worker left without clothing and/or Bible and contact lists.

Field Worker may not be able to replace items stolen.

Field Worker possibly stranded if itinerary taken.

Likelihood 3

Consequence 3

Risk Rating 6

Controls Advise field workers never to leave baggage unattended in vehicles.

Advise field workers to keep all personal belongings securely locked in accommodation.

Advise field workers not to take items of great value (either monetary or sentimental), especially annotated Bibles on a visit.

Threat Loss of field worker's passport through theft

Impact Field Worker(s) possibly stranded

Likelihood 3

Consequence 5

Risk Rating 8

Controls Ensure all field workers are aware of the Foreign Office procedures to follow if passport lost/stolen.

Advise all field workers to keep passport securely with them throughout visit.

Involvement of local authorities and UK Embassy staff, if required.

Threat Sexual harassment or assault of a field worker

Impact Moral danger to field worker.

Increased personal insurance premium or ability to acquire future insurance affected.

Litigation by affected parties.

Likelihood 3 for female; 1 for male

Consequence 5 for female; 5 for male

Risk Rating 8 for female; 6 for male

Controls Female field workers are not to travel unaccompanied.
Team leaders/field workers to avoid travel in high-risk areas (e.g. red light districts or known crime areas).
Field Workers to be briefed on how to respond should such a situation occur.
Involvement of local authorities and UK Embassy staff, if required.

Threat Exploitation (including romantic) of field workers by locals, including contacts, seeking financial support and/or to emigrate to UK

Impact Develops into favouritism
Compromises image of CBM and its field workers
Can create long-term problems relating to cultural adjustment, families and personal financing

Likelihood 4

Consequence 4

Risk Rating 8

Controls Ensure all field workers are aware of their responsibilities as outlined in the latest version of the CBM Handbook.
Team leader to assess issues on-site and to decide what to do with the affected field worker (e.g. counselling, withdrawal from certain activities, repatriation).
Application procedures ensure that information relating to a prospective field worker's motivation to travel is taken into account.
Briefings to cover avoiding at-risk situations (e.g. being alone with a member of the opposite sex).
Clear communication of CBM Code of Ethics to field workers.

Threat Committee unresponsiveness to the fieldwork team and to relevant home people, in a crisis

Impact Escalation of crisis situation.
Field Workers continue at risk.
Increased insurance premium or ability to acquire future insurance affected.
Litigation by affected parties.
Decline in numbers of people wishing to be field workers.
CBM appears inept and/or uncaring.

Likelihood 1

Consequence 5

Risk Rating 6

Controls Appointment of Crisis Manager and Crisis Response Team with broad powers to liaise with authorities, use CBM funds and supply information (Chairman, Secretary, Welfare Secretary, Treasurer).
Detailed debriefing to accumulate information to help prevent a recurrence of the crisis.
Pro-active risk analysis to enable policy changes to avoid crises where possible.

Threat Field Worker(s) taken as hostage by local inhabitants for religious/political gain.

Impact Field Worker's life at risk.
Increased insurance premium or ability to acquire future insurance affected.
Litigation by affected parties.

Likelihood 2 **Consequence** 5 **Risk Rating** 7

Controls Referral to Foreign Office advice prior to travel and make sure field worker understands risks involved.
Consult, where possible, with local brethren to gain on-site information.
Team leaders/field workers to avoid travel in high-risk areas.
Field Workers to be briefed on how to respond should such a situation occur.
Involvement of local authorities and UK Embassy staff, if required.

Threat Vehicle breakdown or running out of fuel during visit

Impact Return/internal flights missed.
Attack by thieves/bandits while stranded.
Trip programme delayed/abandoned.

Likelihood 2 **Consequence** 4 **Risk Rating** 6

Controls Use of reputable hire car company.
Regular servicing of vehicles supported by CBM.
Carrying of extra fuel cans in areas with few petrol filling stations.

Risks by field workers

Threat Frictional relationships among field workers

Impact Contributes to failure to meet trip objectives.

Presents CBM in an unfavourable light to local brethren, sisters and contacts.

Potential for ongoing disputation upon return home. Tarnishes image of

CBM.

Likelihood 3 Consequence 4 Risk Rating 7

Controls Care to be taken when assembling team.
Prior to trip – need to have awareness of field worker history and known tensions.
Team leader to assess issues on-site and to decide what to do with antagonistic field workers (e.g. counselling, withdrawal from certain activities, repatriation).
Comprehensive reporting upon return in order to assist with the assessment of new applications.

Threat Inappropriate behaviour by a field worker. This could include: Cultural insensitivity; Domineering of local ecclesia; Displaying favouritism; Irresponsible use of CBM funds; and Excessive personal expenditure

Impact Contributes to failure to meet trip objectives.
Damages working relationship between CBM and local brethren and sisters.
If external, embarrasses local brethren and sisters in their local community.
Could inappropriately commit the CBM financially
Tarnishes image of CBM

Likelihood 4 Consequence 3 Risk Rating 7

Controls Ensure all field workers are aware of their responsibilities as outlined in the CBM Handbook.
Provide up-to-date briefing to prospective field workers on their proposed destination (e.g. dos and don'ts).
Clear communication of CBM Code of Ethics to field workers. Ensure Cultural Awareness is incorporated in CBM-endorsed training (e.g. Prepared to Preach).
Team leader to assess issues on-site and to decide what to do with the offending field worker (e.g. counselling, withdrawal from certain activities, repatriation).

Threat Illegal behaviour by a field worker. This could include: Visa violation, Breaking local laws, Attempting to bribe officials, Carrying illicit substances.

Impact Damages working relationship between CBM and local brethren and sisters.
Embarrasses local brethren and sisters in their local community.

Additional expense incurred.
Increased insurance premium or ability to acquire future insurance affected.
Tarnishes image of CBM.

Likelihood 1 Consequence 4 Risk Rating 5

Controls Ensure all field workers are aware of their responsibilities as outlined in the latest version of the CBM Handbook.
Provide up-to-date briefing to prospective field workers on their proposed destination (e.g. dos and don'ts).
Clear communication of CBM Code of Ethics to field workers. Team leader to assess issues on-site and to decide what to do with the offending field worker (e.g. counselling, withdrawal from certain activities, repatriation).
Work with UK Embassy staff and local authorities to resolve.

Threat Shameful behaviour by a field worker. This could include: Sexual harassment, Paedophilia, Inappropriate consensual sex, Use of narcotics.

Impact Severely tarnishes CBM both at home and abroad.
Traumatic effect on victims.
Increased insurance premium or ability to acquire future insurance affected.
Litigation by affected parties.

Likelihood 1 Consequence 5 Risk Rating 6

Controls Immediate repatriation if accusation has validity.
Field Workers working alone to be discouraged.
Briefings to cover avoiding at-risk situations (e.g. being alone with a member of the opposite sex).
All complaints to be followed up.
Serious complaints (e.g. rape) to be referred, if possible, to civil authorities.

Threat Field Worker involved in vehicle accident as driver.

Impact May result in arrest until guilt established and reparation made.
If human injury, especially to a child, is involved, compensation could exceed sums available personally.
May result in imprisonment until settled in full.

Likelihood 2 Consequence 5 Risk Rating 7

Controls Application process reinforces CBM policy re vehicle use.

All field workers who drive abroad to take out fully comprehensive insurance.

CBM Council to ensure sufficient funds available to settle debt and repatriate field worker.

Appendix B. Web Sites

Currently there are two CBM web sites which operate as follows:

www.cbm.org.uk

This is the 'internal' Christadelphian site containing information about CBM organisation and activity, the information in this handbook, the CBM Guide, details of correspondence courses, reports of activities etc. Workers, through their link men and area secretaries should feel able to contribute items for this, so that it can be kept fresh and up-to-date for other members to read.

www.thisisyourbible.com

This is the preaching site for all Christadelphian Bible Mission witnesses around the world. It is shared with our sister organisations based in America and Australia. Whilst this is currently run by individual brethren in the UK and USA, it is a joint responsibility of all CBMs, such that anyone, anywhere in the world may access information about Christadelphians and join correspondence courses or meet with us. Link men and correspondence team leaders should ensure full cooperation with those operating the sites so that contacts are suitably followed up.

Appendix C. CBM Trip Checklist

Pre-travel Arrangements

The following should be undertaken as a matter of routine before leaving the UK.

1. Ensure that all trip members have received and read a copy of the CBM Handbook and have completed a CBM workers application form. (This form is essential to ensure workers are covered by CBM corporate travel insurance. Note that children may not be covered and might need separate insurance).
2. Obtain details from each trip member of who should be contacted in the UK in the event of an emergency. A copy of the list to be left with a named person in the UK, and all personnel are to keep a copy with them during the visit. (This information should not just be kept by the team leader/link man, in case he is the subject of the emergency).
3. Ensure that all team members have a copy of the proposed itinerary and, where possible, contact addresses/telephone numbers in the country to be visited, to be left with family members at home in case of an emergency at home. If mobile phones are required in the country for communication, measures should be taken to ensure that they are open for use and compatible with local networks.
4. Ensure that all trip members are advised of health risks and required vaccinations and anti-malarial measures. (If individuals choose not to take anti-malarials, that is their choice, but it is our responsibility to advise them to do so). The need for use of mosquito nets/insect repellents should be covered. If any trip member has a serious medical condition, advise them to consult a doctor to confirm that they are safe to travel; otherwise travel insurance may be invalidated. The hazards of eating and drinking in the country, in hotels as well as in ecclesias, should be outlined.
5. Ensure that trip members are aware of the conditions they are likely to experience. A 'remote area' is defined for Health and Safety purposes as one where a proper hospital is more than 6 hours away. The conditions to be found in accommodation, where there may be no running water or electricity, the condition and availability of drinking water, long drop toilets etc need to be covered in order to avoid problems on arrival.
6. Ensure a basic medical kit is available, to include a sterile pack. If more than one vehicle is being used in the visit then there should be a medical kit in each. The prevalence of AIDS in a country and the need for appropriate precautions should be discussed.

7. Passports must have at least 6 months' validity. Photocopies of passports should be made and kept in a safe place; this is important if a passport is lost or stolen. The need to keep passports, tickets and money in a secure place on one's person at all times should be made clear.
8. Visas should be applied for in good time with all necessary documentation.
9. Information on luggage rules for main luggage and hand luggage should be made available, including weight allowances, prohibited articles etc. Main luggage does get lost occasionally: consider taking a spare set of clothes in hand luggage. Luggage must be robust enough to withstand expected travel conditions in the country, and must be clearly labelled.
10. Outline procedures on arrival, e.g. immigration, registration forms, health screening checks, passport control, and baggage collection arrangements.
11. Give details of currency and exchange rates in the country. Leave details of credit cards with family or friends who can be easily contacted in the event of loss, and keep a copy in separate luggage.
12. It is always helpful to brief team members on weather likely to be experienced, destinations being visited, the culture of the people, expected behaviour standards, dress codes, conduct and order of meetings, and expected requests (e.g. welfare) and how they should be treated.

Travel Kit (list of suggested items for consideration)

Documents

Passport and Visas

Photocopies of passport and Visa in an alternative location

Airline Tickets

Driving Licence (International if required)

Travel Insurance card

EU Medical card, if travelling on or via the continent

Yellow Fever certificate, if applicable, or if travelling from an infected country

List of Emergency Contacts in UK

Money

Sterling, Euros, Dollars, as appropriate for destination and intermediate airports etc

Leave Credit card numbers at home and keep a copy in a safe place

Carry documents and money in a safe place, e.g. money belt or inside pocket, and keep on you at all times for security

Essential Items

Bible
Talks/Notes
Visual Aids
Sunday School materials
Hymn book
CALS Diary for contacts

Medication

Prescription medicines
Anti-malarial treatments
Travel pills
Pain-killers (paracetamol)
Anti-inflammatories (Ibuprofen)
Anti-diarrhoeals (Immodium)
Oral Rehydration sachets
Water purification tablets
Antihistamine cream/tablets
Antiseptic cream
Sting relief spray
Anti allergies (Piriton)
Indigestion remedies
Multi-vitamins
Glucose tablets

First Aid Kit

Scissors (in main luggage, not hand luggage)
Plasters
Gauze swabs/tape
Bandages/safety pins
Dressings
Antiseptic cream/wipes
Sterile kit, needles and syringes
Insect repellent
Sun cream, and after sun treatments

Night Time Needs

Insect spray for room and person
Sleeping bag (cotton)
Mosquito net, free-standing or hung

Long-sleeved night wear
Torch/batteries
Alarm clock
Clean pillow case
Inflatable pillow

Every Day Bag

Sun cream/hat
Stretch socks for travel
Insect repellent
Toilet paper
Dettol Wet wipes
Sanitary protection
Sun glasses

Clothing

Head coverings
Light-coloured clothing (deters insects)
Long-sleeved clothing (deters insects)
Long skirts where required for culture and insect resistance
Jumper

Toiletries

Towel
Toothbrush/toothpaste
Shampoo/soap/flannel
Mirror
Razor/shaving cream
Toilet paper
International sink plug, or sand in a bag
Plastic cup
Deodorant
Comb/hair brush

Other Key items

Bottle opener
Penknife (in main luggage not hand luggage)
Wet wipes
Small kettle/tea bags/coffee/sugar sachets

Cereal bars
Sweets
Notebook/pen
Camera/film
Tissues/paper hankies
Water bottle
Umbrella
Blu-tack/Sellotape
Candle/matches
Spare spectacles
Flight stretch socks/eyeshades
Small sewing kit
Electric plug adaptor
Shoe cleaning

