

Liberty University School of Divinity

**Mission Statements: Evaluating Faith-Based Organization's Missional Effectiveness
in Monrovia, Liberia**

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Abstract

Mission statements of faith-based organizations in Monrovia, Liberia are essential to carrying out the Two Great Commandments and the Great Commission within the work of the organizations. By presenting and evaluating the presence of the TGC and the GC within the statements it can be determined whether the programs and funding are sufficiently affected by the solidity of the mission statement and core values.

Abbreviations

CRS	Catholic Relief Services
ECOL	Evangelical Church of Liberia
ECOMOG	The Economic Community of West African States Monitoring Group
FBO	Faith Based Organization
GC	Great Commission
MOHSW	Ministry of Health and Social Welfare
OCC	Operation Christmas Child
ORR	Orphan Relief and Rescue
SIM	Serving in Mission
SP	Samaritan's Purse
TGC	Two Great Commandments

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CHAPTER 1: ASSESSING MISSION STATEMENTS OF FAITH-BASED ORGANIZATIONS IN MONROVIA, LIBERIA AND THE CHRISTIAN POPULATION THROUGH THE TWO GREAT COMMANDMENTS AND THE GREAT COMMISSION

Introduction to the Problem

Faith-based organizations (FBOs) in Monrovia, Liberia have been reestablished in the city since the end of the civil war in 2003. According to the “Center for Transparency and Accountability in Liberia,” there are 38 registered NGOs in Liberia.¹ It does not state how many are faith-based. The region has very close ties with Western states and this relationship has played a role in the transition of new FBOs to the country. Because of this, Liberian history explains how the country operates today and why organizations have entered into the city. Just fifteen years ago the country was a failed state and now it is continuing to recover.

Due to the Transatlantic Trade and its coastal placement, it was a region for Western societies to abduct and enslave Africans in the 1800s. The Westerners believed that these people were justifiably enslaved because they were a different race and were more easily identified.² Several hundred years later, freed African American slaves established the country in 1822.

¹ “Liberia NGO Directory.” Center for Transparency and Accountability in Liberia. Last modified 2015. Accessed July 15, 2015.
http://www.cental.org/index.php?option=com_sobi2&Itemid=

² Amos J. Beyan. “Transatlantic Trade and the Coastal Area of Pre-Liberia.” *Historian* 57, no. 4 (1995); 764. Accessed April 10, 2015. Accession Number: 9508234212.

Even though Westerners had mistreated the people for hundreds of years, the freed slaves that returned to the region adopted many aspects of American culture. Currently, the American dollar is the national currency, the national language is English and the flag is the same as the U.S., however it has one star instead of 50. The Liberian Constitution is based off of the U.S. Constitution.³ From this evolved the largest people group in the country, Americo-Liberian, which consists of African American descendants in Liberia.⁴

Being use to Western ideas, the Americo-Liberian people have generally welcomed FBOs into their community as they have provided humanitarian and spiritual aid. Mission statements are the core of an organization and what they are trying to accomplish. Therefore, this thesis will correlate effectiveness of solid mission statements of present faith-based organizations in Monrovia, Liberia that concentrate on a marriage between the Two Great Commandments (TGC) and the Great Commission (GC) in order to share the Gospel with the population.

Assessing the Problem and Purpose

Contributing Factors to Address the Mission Statements of FBOs

Monrovia, Liberia has suffered economic, political and social hardships since the country's beginning. The Americans enslaved the native people and brought them to the

³George Dalton, "History, Politics, and Economic Development in Liberia." *The Journal of Economic History* 25, no. 4 (1965): 572.

⁴Stefan Lovegren. "History Haunts War-Torn Liberia." *National Geographic News*, July 21, 2003. Accessed April 15, 2015.
http://news.nationalgeographic.com/news/2003/07/0721_030721_liberia.html

United States. Liberia became a country in the 1820s because it is where the people returned when they were freed. After enduring poverty and a bloody civil war, Liberia became a failed state. In the past year, Liberia has suffered from a severe Ebola outbreak resulting in thousands of deaths.⁵ This plays a large role into why FBOs have come into the city to fight for social justice and spread the love of Jesus. They see a need for humanitarian assistance and spiritual guidance.

Given the devastation Monrovia has seen, the most prominent FBOs are those that provide humanitarian assistance. The most focus is placed on reconstruction and assistance to the people in the forms of food, education and health care.

The mission statements provide an important indication of the goals and main mission of the organizations in the city. In order to spread the Gospel in the country, the TGC and the GC need to be present in the mission statement of each FBO and carried out within the programs and funding.

Clarifying the Issue

The purpose of this thesis is to evaluate FBO's mission statements and how they correlate the TGC and the GC in Monrovia. This is determined by analyzing the current programs and funding of different FBOs, and how the mission statements do carry out or do not carry out both the TGC and the GC.

The Need for Study

There are limited resources and previous studies on this subject. Most articles addressing FBOs and Monrovia discuss the civil war, Ebola crisis, and what

⁵ It is important to note that since the beginning of this project, Liberia had been declared Ebola free. However, as of November 19, 2015 the virus has returned with three confirmed cases.

organizations have done/are doing to help in these situations. A need for this study is essential because there is not any study discussing the biblical need and call for FBOs in Monrovia. One of the qualifications brought to the project is the 10 weeks this researcher spent on a mission in Monrovia with a faith-based organization.

Establishing A Successful Evaluation of FBOs Mission Statements

By evaluating how each organization demonstrates it's mission statement, this researcher will bring into light the need for cohesion of the TGC and the GC. This is accomplished by researching the programs each organization implements and includes analyzing public statements of where funding goes in each program. This is done by conducting general library research focusing on articles and information provided by each FBO in regards to programs and funding. The theme and goals of the projects are organized into specific sections for each FBO, and then analyzed how each carries out the TGC and GC.

Limitations of Research

Data is comprised of library research and each FBO's published materials. This may be difficult because the research will rely heavily on the content provided through the home website of each organization.

Although Monrovia does not have an extensive number of FBOs, this thesis uses a selective set. The set is based on the four organizations with most number of published materials. In order to obtain the most effective information it is important to address the chosen topic in a precise and unbiased manner. The FBOs evaluated in this project are: Samaritan's Purse (SP), Serving in Mission (SIM), Orphan Relief and Rescue (ORR) and Catholic Relief Services (CRS).

Research Methods

The research will be conducted using a qualitative case study design using general library research to analyze and present the case. Scholars define a case study as, “a design of inquiry found in many fields, especially evaluation, in which the researcher develops an in-depth analysis of a case.”⁶ In this project the case is addressing FBOs in Monrovia and will analyze the mission statements, programs and funding to determine how they incorporate the TGC and GC.

Importance of Research Method Format

Due to the impact of the Ebola virus and the extensive involvement of two of the FBOs discussed in this project, the original case study qualitative research method plan using interviews and questionnaires had to be slightly adjusted. General library research is used to collect the data. This information on each FBO will be found through their websites. It is here that the mission statements, programs and funding are published. The researcher will also look into other outlets to gather information such as articles and other studies done on each organization. It is imperative to make sure the data collected is not one-sided so finding information from different sources will be important.

Evaluating and Correlating the Data

This researcher will evaluate different interpretations on the TGC and the GC. This is essential in order to understand the data as it is a detailed look into how to interpret the TGC and the GC today. For research purposes, information will be gathered and the mission statements of the FBOs chosen will be analyzed and evaluated according

⁶ John W. Creswell, *Research Design: Qualitative, Quantitative and Mixed Methods Approach* (Los Angeles: Sage Publications, 2014), 14.

to the TGC and GC. The mission statement is evaluated on how it plays out into the actions of the organization and if there is an emphasis placed on the TGC or GC or both.

CHAPTER 2—REVIEW OF LITERATURE

Humanitarian Aid During War

Many authors have analyzed how the history of Liberia has affected the present day. It is essential to discuss previous studies on the war and the country's history as it plays a role into why many FBOs have moved into the country. In 1989 a civil war broke out in the country resulting in bloodshed, corruption and poverty. The war began when Charles Taylor wanted to overthrow President Samuel K. Doe. Taylor and his army, the National Patriotic Front of Liberia (NPFL), moved across the country killing supporters of Doe. At the same time Doe's army, Armed Forces of Liberia (AFL), attacked the civilians of the region where NPFL originated. After six months, Taylor had taken over 90 percent of the country.⁷ Six years later a peace treaty was signed within the country and new elections instated Taylor as president. Taylor was only President for two years until another rebel siege took place, forcing him into exile.

A Review of Outram and The Lead Up to the Beginning of Modern Foreign Aid

In Quentin Outram's article, he discusses the first safe havens and safe zones, and their effectiveness in his article, "Cruel Wars and Safe Havens: Humanitarian Aid in Liberia 1989-1996". The war caused havoc on the region. Approximately 760,000 Liberian refugees fled to neighboring countries and 1.2 million were displaced internally.⁸ Outram states that safe havens were needed in Liberia because they were

⁷ Max A. Sesay, "Civil War and Collective Intervention in Liberia." *Review of African Political Economy* 23, no. 67 (1996): 37.

⁸ Quentin Outram, "Cruel War and Safe Havens: Humanitarian Aid in Liberia 1989-1996." *Disasters* 21, no. 3 (1997): 193.

seen as coping strategies to those affected by the war.⁹ The Economic Community of West African States Monitoring Group (ECOMOG) zone was the first safe haven in the country. ECOMOG was first present as a peacekeeping organization. During the Liberian war they aided in various ways, such as “securing Liberia’s communications with the outside world, by providing a safe base for agency operations and by providing military escorts to aid convoys”.¹⁰ Outram argues that even though food assistance was the most prominent kind of aid, there is no national breakdown of deliveries. Because of this, it is unknown as to how the food was distributed. This article is crucial in understanding how humanitarian aid developed during the war. However, there is no mention of FBOs.

A Review of Sesay’s Thoughts on US Intervention During Liberian War

Most humanitarian aid was not active in the country until after the war ended. However, it is critical to understand the history of the war as it led to a prominent FBO existence in the country. During these two civil wars, hundreds of thousands of civilians died. It was not until after Taylor was exiled that peacekeepers arrived in the country. Max A. Sesay argues in an article that the United States should have intervened, but instead the war was “generally considered an African problem.”¹¹ In 1990, the U.S. did send ships to the coast, however it was only to protect their interests that had been targets. Around this same time, Saddam Hussein invaded Kuwait, which drew most of the U.S. government’s attention. During this time, many of the FBOs present in the country

⁹ Outram, 193.

¹⁰ Outram, 194.

¹¹ Sesay, 40.

evacuated. Sesay argued that this was a disappointment to many people.¹² The review demonstrates how the lack of humanitarian aid during the war hurt the morale of the people.

A Review of the Establishment of FBOS In Monrovia

A Review of Fuest's Argument of NGOs Role in Peacemaking Process

Fuest discusses the correct way of working with the local people during peace building in Liberia. She states, "Policies are governed by the assumption that war-shattered communities need to be brought into conformity with international standards of good governance. On the other hand, the importance of traditional institutions and social contexts is emphasized."¹³ In the end, it is crucial to remember what is best for the country, which Fuest's main idea. Many NGOs or FBOs will come into a country with an idea about what will work the best for the people, Fuest argues that everything needs to be contextualized and that this is a time in the country's history where they can rebuild their societies.¹⁴

Review of Gifford's Thoughts on Christianity in the Years Leading Up to the Civil War

Gifford highlights the rise of evangelical churches in Monrovia in the late 1980s. There were many U.S. funded independent churches throughout the country. Yekepa, a town in northern Liberia, was home to African Bible College. In 1989 the college had,

¹² Sesay, 40.

¹³ Veronika Fuest, "Contested Inclusions: Pitfalls of NGO Peace-Building Activities in Liberia." *Africa Spectrum* 45, no. 2 (2010): 4. doi: 10.1163/9789004274099_003. Accessed February 23, 2015.

¹⁴ Fuest,5.

“97 students from over 20 denominations, from conservative mainline Episcopal and Lutheran to new (but already established) independents.”¹⁵ Gifford does not discuss what happened to the churches during the war. However, according to SIM, most FBOs were evacuated numerous times throughout the wars.¹⁶

A Review of Studies of the TGC and GC

A Review of D. A. Carson and the Call for World Mission

D. A. Carson writes in *The Great Commission: Evangelicals and the History of World Missions* about how the GC is crucial in today’s missions. He argues that the GC is the climax of the book of Matthew and should be viewed as a verb.¹⁷ Matthew starts with the ancestry of Jesus and ends with His command for us through the GC. Jesus’ life and teachings lead up to this point. Carson argues that the GC should not be seen as something directed just to his apostles, but to all men and women. He also discusses how social concerns should be part of the focus but not all of it. He states that, “it is perennially important to work hard at the proper relation between the ministry of the Word and other ministries, including social concern. Exclusive focus on the former is in danger of fostering a docetic view of Christian life; exclusive focus on the latter is in

¹⁵ Elizabeth Tonkin, “Review Work: Christianity and Politics in Doe’s Liberia by Paul Gifford.” *African Affairs* 93, no. 372 (1994): 451. EISSN: 1468-2621.

¹⁶ Tabitha Plueddemann. “SIM’s History in Liberia.” SIM, September 3, 2014. http://simusa.org/content/latest-news/4578/sim_s_history_in_liberia. Accessed April 15, 2015.

¹⁷ D. A. Carson, “Conclusion: Ongoing Imperative for World Mission,” in *The Great Commission: Evangelicals and the History of World Missions*, ed. Martin I. Klauber and Scott M. Manetsch. (Nashville: B&H Publishing Group), 2008: 176.

danger of abandoning the actual proclamation of the good news.”¹⁸ There must be a balance. He highlights how all people are lost but there is power in the gospel and through the gospel people can be redeemed. This passage focuses on explaining the importance of the GC. It is also important for the research of this paper as it ties in discussion on social concern.

A Review of Ogden and the Essential Commandment

In Greg Ogden’s book, *Essential Commandment: A Disciples Guide to Loving God and Others*, he argues that the TGC are the most important commands in the Bible. This is stated in Matthew 22:37-39, “Jesus replied: ‘Love the Lord your God with all your heart and with all your soul and with all your mind. This is the first and greatest commandment. And the second is like it: Love your neighbor as yourself.’” Ogden puts this simply, “When we love God we are asking to take on the heart of God, which is manifested in the way we treat those for whom Christ paid the ultimate price.”¹⁹ He argues that because people love God people will love others as He loves them. The author emphasizes the term *all* used throughout the verses in Matthew. Jesus did not say *some* of our heart, soul and mind—he said *all*. Ogden continues on to explain that, “we are made from love and for love”.²⁰ Christians should love others unconditionally as God loves His people. This thesis discusses the importance of carrying out the TGC within FBOs,

¹⁸ Carson, 183.

¹⁹ Greg Ogden, *Essential Commandment: A Disciple’s Guide to Loving God and Others*. (Downer’s Grove, IL: InterVarsity Press, 2011), 29.

²⁰ Ogden, *Essential Commandment*, 29.

therefore Ogden's *Essential Commandment* shares a particular view on what these verses means. It is important to have thorough understanding on interpretations of the TGC.

A Review of the Lausanne Covenant

The Lausanne Congress on World Evangelism established the Lausanne Covenant in 1973. Within a decade most evangelical mission agencies had adapted the Covenant as their statement of faith, leaving their previous statements behind.²¹ It is composed of 15 sections each describing a Christians call to spreading the Gospel to all people. The Covenant begins with a proclamation of who God is and that He and the Bible have ultimate authority. It is a Christian's responsibility to carry out evangelism which "requires the whole Church to take the whole gospel to the whole world".²² The Covenant discusses how this should be done. In regards to this thesis a few points are highlighted.

The authors explain that humans are all made in the image of God and should respect all people. Christians should "share His (God) concern for justice and reconciliation throughout human society and for the liberation of men and women from every kind of oppression".²³ This command is part of the Christian duty. The authors also state that "Christ's evangelists must humbly seek to empty themselves of all but their personal authenticity in order to become servants of others, and churches must seek to

²¹ "The Lausanne Covenant," in *Perspectives on the World Christian Movement*, ed. Ralph D. Winter and Steven C. Hawthorne. (Pasadena: William Carey Library, 2009): 736.

²² *Ibid.*, 766.

²³ *Ibid.*, 765.

transform and enrich culture, all for the glory of God”.²⁴ These two statements tie together the TGC and the GC. It calls for all Christians to bring the gospel to the whole world and must serve and free all people so that they know and understand the love of God. The Covenant shares that this can only be accomplished if all of these are combined together while working within cultures.

This relates to Monrovia and this thesis because it discusses the modern statement of faith of evangelical organizations. It highlights the essential points of world missions and each of these can be related to the FBOs in Monrovia.

A Review of the Stearns’ Three Greatest Commandments

Richard Stearns is the President of World Vision, a Christian humanitarian organization. In his book, *The Hole in Our Gospel*, he discusses the Three Greatest Commandments. Stearns states that the whole Gospel is when the Two Great Commandments and the Great Commission come together. In his book he describes this saying, “The good news is born out of God’s love for us and ours for Him. That love, when demonstrated to the world through acts of kindness, compassion, and justice, is revolutionary; and when we become agents of it, we make credible the message of a Savior who transforms men and women for eternity.”²⁵ Stearns argues that this is the only way to effectively share the Gospel with the world. In his book he tells many stories of his time at World Vision and how he put the Three Great Commandments to practice. Stearns’ mission is essential to missions all over the world; there are no articles tying this together with Monrovia.

²⁴ “The Lausanne Covenant,” 765.

²⁵ Richard Stearns, *The Hole in Our Gospel*. (Nashville, TN: Thomas Nelson, 2010): 68.

CHAPTER 3: GOD'S TWO GREAT COMMANDMENTS AND THE GREAT COMMISSION IN RELATION TO EVALUATING MISSION STATEMENTS

The author has shown that the Two Great Commandments (TGC) and the Great Commission (GC) are the most important commands in the Bible. They are the main mission presented to Christians by Jesus. It is a Christian's call to action. Because of this, these commands should be the essential motivations of FBOs and is the purpose of this paper. In this chapter the TGC and GC will be stated and their importance within mission statements will be analyzed. The chapter will end by examining why an active mission statement is imperative in a successful FBO.

The Two Great Commandments

'Teacher, which is the most important commandment in the law of Moses?' Jesus replied, 'You must love the Lord your God with all your heart, all your soul, and all your mind. This is the first and greatest commandment. A second is equally important: Love your neighbor as yourself. The entire law and all the demands of the prophets are based on these two commandments.' Matthew 22:36-40

Love is the main motivation throughout the whole Bible, which explains why Jesus calls these verses the Two Great Commandments. It is in this teaching that Jesus proclaims that all biblical laws are based on the TGC and together they are the most important. The verses state that people are to love God with their whole being, every part of their body and soul. It is an all-consuming love just as God loves his people. This love of God can be seen as stated in Ephesians 2:4-5: "But God is so rich in mercy, and he loved us so much, that even though we were dead because of our sins, he gave us life when he raised Christ from the dead. It is only by God's grace that you have been saved." God loves his people offering mercy and grace through the death of Christ on the cross.

The Bible discusses four kinds of love: agape, eros, philia and storge. Agape is seen the most often in the New Testament. A basic definition of agape is, “in the New Testament, the fatherly love of God for humans, as well as the human reciprocal for God.”²⁶ Agape is an unconditional form of love and used to define most commands in the Bible. The Two Great Commandments can be described by this kind of love.

In his book, Greg Ogden explained that because Christians love God they will love others as He loves them.²⁷ Because God shows agape love to all people, Christians are commanded to show that same love. Jesus explains this to his disciples and shares this in Matthew 25: 34-40:

Then the King will say to those on his right, ‘Come, you who are blessed by my father, inherit the Kingdom prepared for you from the creation of the world. For I was hungry, and you fed me. I was thirsty, and you gave me a drink. I was a stranger, and you invited me into your home. I was naked, and you gave me clothing. I was sick and you cared for me. I was in prison, and you visited me.’ Then these righteous ones will reply, ‘Lord, when did we ever see you hungry and feed you? Or thirsty and give you something to drink? Or a stranger and show you hospitality? Or naked and give you clothing? When did we ever see you sick or in prison and visit you?’ And the King will say, ‘ I tell you the truth, when you did it to one of the least of these my brothers and sisters, you were doing it to me!’

This continues in James 1:27, “Pure and genuine religion in the sight of God the Father means caring for orphans and widows in their distress and refusing to let the world corrupt you.” To love Jesus is to love others and to help the least of these. These verses are examples of what Jesus is emphasizing in the Two Great Commandments.

²⁶ Britannica Enclopedia, s.v “Agape,” Accessed August 15, 2015, <http://www.britannica.com/topic/agape>.

²⁷ Ogden, 29.

The Great Commission

Jesus came and told his disciples, ‘I have been given all authority in heaven and on earth. Therefore, go and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy Spirit. Teach these new disciples to obey all the commands I have given you. And be sure of this: I am with you always, even to the end of the end of the age.’—Matthew 28:18-20

Jesus proclaims three commandments in the New Testament. Richard Stearns calls the GC the Third Great Commandment as they all tie together.²⁸ There are important action words in the GC. The word *go* is used in these verses meaning that sharing the Good News cannot be done solely by staying in one place. Believers must take the Good News from place to place.

This is the message that Jesus calls Christians to action. The four main action words are *go*, *make*, *teach* and *obey*. They are used as instruction to spread the commandments and the Good News to “the people of all nations.”

Douglas A. Sweeney argues that Christians ignored the GC until the past few hundred years.²⁹ In 1500, only 19% of the world’s population was Christian and by 2000 more than 32% was Christian.³⁰ Acting on these words in the GC has become easier in the modern missions age due to globalization. More people can be reached because of advanced technology. According to The World Bank, as of 2012, 6 billion people (three

²⁸ Richard Stearns, *The Hole in Our Gospel*. (Nashville, TN: Thomas Nelson, 2010): 68.

²⁹ Douglas A. Sweeney, “Introduction” in *The Great Commission: Evangelicals and the History of World Missions*, ed. By Martin I. Klauber and Scott M. Manetsch, (Nashville, TN: B&H Publishing Group, 2008), 1.

³⁰ *Ibid.*

quarters of the world population) have a cell phone.³¹ As the population grows so will this number. Because of this, missionaries will be able to reach more people with the Good News.

Luke 4: Jesus' Mission Statement

Christians view Luke 4:18-19 as Jesus' mission statement. Although the purpose of this thesis does not include this as a component, it is important to discuss because it is the ultimate mission statement. In Luke 4:18-19 Jesus declares, "The Spirit of the Lord is upon me, for he has anointed me to bring the Good News to the poor. He sent me to proclaim that captives will be released, the blind will see, that the oppressed will be set free and that the time of the Lord's favor has come." Both the TGC and GC are present within this statement. The GC can be seen in the words, "The Spirit of the Lord is upon me, for he has anointed me to bring the Good News to the poor." Here the word *to bring* is used. In the GC, Jesus uses *to go*. Each of these coincides because they both mean to carry something or travel from place to place. The TGC can be seen in the words, "He sent me to proclaim that captives will be released, the blind will see, that the oppressed will be set free." As we have studied in the previous section, one of the definitions of love means to be compassionate and help others. Jesus states that he is sent to help the captives, blind and the oppressed. His statement is fulfilling the meaning of both the TGC and GC.

As the TGC and GC are present within Jesus' own mission statement, they should be present within all FBOs mission statements. This can be justified by 1 John 2:6 which

³¹ "Mobile Phone Access Reaches Three Quarters of the Planet's Population," *The World Bank*, July 17, 2012. Accessed August 21, 2015. <http://www.worldbank.org/en/news/press-release/2012/07/17/mobile-phone-access-reaches-three-quarters-planets-population>.

says, “Those who say they live in God should live their lives as Jesus did.” Christians are called to live and act as Jesus. This requires following His mission statement as a guide to all Christian organizations in order to reflect the TGC and the GC.

**The Two Great Commandments and the Great Commission in the Mission
Statements of Faith-Based Organizations in Monrovia**

For the purpose of this thesis, the researcher will evaluate each mission statement and the presence of TGC and GC. The explanations of the TGC and GC as presented above will be used as a guide to assess the statements, programs and funding of each FBO. The conclusions establish how solid mission statements that concentrate on the TGC and GC are portrayed in the programs and funding.

CHAPTER 4: PRESENTATION OF THE MISSION STATEMENTS, PROGRAMS AND FUNDING OF FOUR FAITH-BASED ORGANIZATIONS

FBOs in Liberia are scarce considering the lengthy civil war and corruption within the country over its short history. Many organizations were forced to evacuate during the war and most recently during the Ebola outbreak. There are few large organizations left. Four organizations and their mission statements are evaluated for the purpose of this thesis. The mission statements are presented as well as their programs and funding. In Chapter Five, each of these are evaluated on how each FBO does or does not apply the TGC and GC in their mission statements or programs.

Samaritan's Purse

SP is a Christian international organization and one of the two largest FBOs in Liberia. Situated on the south end of Monrovia, it is located on the same campus as FBOs Serving in Mission (SIM) and Eternal Love Winning Africa (ELWA).³² The organization has been an influential component of the fight against Ebola over the past year and a half. The Ebola outbreak is the most devastating event to happen to Liberia since the end of the civil war in 2003. An article written by Bradley Dennis states that, "The Ebola outbreak has made it clear how much governments, especially those of poorer countries, rely on nonprofit groups to deliver medical care and supplies and sound an early alert on emerging health crises. That has brought attention to Samaritan's Purse."³³ As of October

³² Because SP, SIM and ELWA are all located on the same compound, many of their projects overlap. Each section will discuss that particular organizations involvement in the project.

³³ Bradley Dennis, "Ebola crisis provides glimpse into Samaritan's Purse, SIM." *The Washington Post*, August 20th, 2014. Accessed August 6, 15.

2015 there have been a total of 4,807 deaths, the highest out of all affected countries.³⁴ Its programs and funding into stopping the spread of Ebola is one of the top focuses today, however SP has several other programs that will be discussed in this chapter.

Mission Statement

Bob Pierce founded Samaritan's Purse as an organization in 1970 after visiting children in Korea. Following Pierce's death in 1978, Franklin Graham became President and Chairman of the organization. Samaritan's Purse describes Franklin as a leader who has been a "Biblical example of the Good Samaritan all across the globe. God has blessed the organization under Franklin's leadership, and the ministry has seen expansive growth."³⁵ This includes the organizations entrance into Liberia.

Pierce's original mission statement was "to meet emergency needs in crisis areas through existing evangelical mission agencies and national churches."³⁶ The Good Samaritan in Luke 10 guides the beliefs of SP. Under Franklin's leadership and the expansion of the organization, the statement of faith and mission statement has evolved. They currently have 11 parts to their statement of faith, each of these are supported by multiple verses from the Bible. The statements cover many important covenants and beliefs of Christianity. The first says, "We believe the Bible to be the inspired, the only

³⁴ "The toll of a tragedy." *The Economist*, July 8th, 2015. Accessed August 6, 15. <http://www.economist.com/blogs/graphicdetail/2015/07/ebola-graphics>.

³⁵ Ibid.

³⁶ "History." *Samaritan's Purse, Last modified* 2015. Accessed February 3, 2015. <http://www.samaritanspurse.org/our-ministry/history/>.

infallible, authoritative Word of God. 1 Thessalonians 2:13; 2 Timothy 3:15-17.”³⁷ Other statements include the belief in the Trinity, judgment of God, evangelism as the responsibility of all Christians, and discusses that marriage is between a man and a woman. The organization strongly focuses on Scripture to support their statements, operations and mission.

SP has changed their mission statement from the original in 1970. This is due to the expansion of the organization and its attention on new established programs that focused on SP as a single FBO and not working through other organizations. The current mission statement is as follows:

Samaritan’s Purse is a nondenominational evangelical Christian organization providing spiritual and physical aid to hurting people around the world. Since, 1970, Samaritan’s Purse has helped meet needs of people who are victims of war, poverty, natural disasters, disease, and famine with the purpose of sharing God’s love through His Son, Jesus Christ.³⁸

The following sections will present the programs, funding and TGC and GC impact of the origination in relation to this mission statement.

Programs

Samaritan’s Purse has three main projects and programs in Liberia: the fight against Ebola, the construction of a new hospital, and Operation Christmas Child. As one of the leading organizations assisting in the Ebola outbreak, most of 2014 was dedicated solely to the cause. Other projects were put on hold including the construction of the new hospital in partnership with SIM and ELWA.

³⁷ “Statement of Faith.” Samaritan’s Purse, Last modified 2015. Accessed February 3, 2015. <http://www.samaritanspurse.org/our-ministry/statement-of-faith/>

³⁸ “About Us.” Samaritan’s Purse, Last modified, 2015. Accessed February 3, 2015. <http://www.samaritanspurse.org/our-ministry/about-us/>.

Ebola

SP spent 2014 responding to and fighting the Ebola virus. Since the beginning of this project the ELWA hospital on the campus became one of the main hospitals in the country to establish an Ebola treatment center led by SP resulting in several programs and care centers to help stop the spread of the virus. According to the 2014 Ministry Review, SP flew in two 747 jumbo jets containing 100,000 gloves, buckets and disinfectants as well as 66,000 infection kits.³⁹ In all, 200 tons of relief supplies were flown in.

Bev Kauffeldt, wife of the country director stated that, “Samaritan’s Purse is committed to Liberia. Our mandate is to reach those who are hard to reach, to go where no one else can or will go, for it is in these areas that the needs are the greatest both physically and spiritually.”⁴⁰ Workers were sent out into the field to provide hygiene training and to pass out infection/control kits. Because of this, 1.6 million Liberians were given proper at-home training on how to prevent the spread of the virus.⁴¹ SP also constructed four community care centers. Each of these centers was used to care for people before they would go into the treatment unit. These facilities were focused on providing medical care and spiritual guidance. Workers supported those who were

³⁹ “Fighting the War Against Ebola,” *Samaritans Purse: Ministry Review 2014*, p. 6.

⁴⁰ “Construction Resumes on Hospital in Liberia.” *Samaritan’s Purse*, April 16, 2015. Accessed August 1, 2015. <http://www.samaritanspurse.org/article/construction-resumes-on-hospital-in-liberia/>

⁴¹ “Fighting the War.”

infected or had family who was infected. Through the Ebola ministry, 1,200 people made decisions for Christ after hearing the Gospel.⁴²

New Hospital Construction

According to the organizations, “The purpose of Samaritan’s Purse in Liberia is to share the love of Jesus Christ and to build resilience in the country by resuming programs that were put on hold during the outbreak, and by starting new ones.”⁴³ After Ebola, the largest project is the construction of the new ELWA Hospital in partnership with SIM and ELWA. The original goal was to have the hospital completed by the end of 2014. However, construction was stopped during the outbreak but has since begun again on April 15, 2015.

The new hospital will be one of the largest in Liberia. There will be a pediatric ward, emergency room, operating room and 80 beds. The size will be almost doubled as it is now. The organization will provide medical equipment. One of the goals of the new hospital is to equip the Liberian government and people to sustain a proper healthcare system. New programs will be implemented including Ebola recovery programs and leadership training. Due to the halt in construction, the exact completion date is not know.

Operation Christmas Child

Operation Christmas Child is one of Samaritan’s Purse’s biggest programs throughout their entire organization. Every year they encourage churches, families, and businesses to take part. Each participant fills a shoebox with letters, toys, hygiene items

⁴² “Fighting the War.”

⁴³ “Ebola: One Year Later,” *Samaritan’s Purse*, April 2, 2015. Accessed August 1, 2015. <http://www.samaritanspurse.org/article/ebola-one-year-later/>

or school supplies and then prints a shipping label to send the box to SP. Once the organization has received it, the boxes will be mailed out to children around the world. The program offers participants to be able to track what country their box is sent to. For many children who get the shoebox it may be their first gift ever received. SP emphasizes that these gifts will bless “children with joy, hope and love...and give them the opportunity to experience the love of God.”⁴⁴

With the shoebox, SP has established a program called, *The Greatest Journey*, a 12-lesson children’s Bible study. Children are invited to enroll in the study where they will learn how to be faithful followers of Jesus and to share Him with others. SP trains local pastors and volunteers to lead the programs. *The Greatest Journey* is not required for children receiving the gifts.

Liberia has been participating in Operation Christmas Child since 1997. A total of 608,600 boxes have been distributed; 23,786 in 2014 alone.⁴⁵ SP considers this a great number since Ebola was present during this time and many of their programs were halted while the organization focused on containing the virus.

Funding and Financial Accountability

SP has all funding statements available to the public to be held fiscally responsible. The accounting firm Dixon Hughes Goodman LLP completes their annual audit. They are filed as a 501(c)(3) in the United States. All of the categories they use in the reports are according to government laws in North Carolina where they are

⁴⁴ “Operation Christmas Child,” *Samaritan’s Purse*, 2015. Accessed August 1, 2015. <http://www.samaritanspurse.org/operation-christmas-child/eternal-impact/>

⁴⁵ “Operation Christmas Child: Liberia,” *Samaritan’s Purse*, 2015. Accessed August 1st, 2015. <http://www.samaritanspurse.org/operation-christmas-child-countries/liberia/>

headquartered. There are no financial reports on the programs in individual countries; the statements reflect the organization or different regions around the world.

At the end of 2014, the net assets were \$181,908,036 (unrestricted). All expenses are placed under “Ministry”. The audit defines ministry expenses as, “food, medications, clothing, shelter, relief supplies, Operation Christmas Child, distribution of Bibles or literature, training pastors, Christian education, intercessory prayer, religious services, lifestyle evangelism, and other activities that fulfill the purpose or mission for which the ministry exists.”⁴⁶ The highest costs in 2014 were spent on the Operation Christmas Child program with a total of \$247,858,338 over \$198,557,142 in 2013.⁴⁷ Although they do not state any information on individual countries, they do report on financials for “Africa Projects” under temporary restricted assets with a total of \$8,452,092, which is the third highest cost under Operation Christmas Child and US Disaster Relief. They did not include any specific numbers on their contribution to containing and treating Ebola.

Serving in Mission (SIM)

Serving in Mission (SIM) was founded over a 100 years ago beginning as a union of several organizations to share the Gospel around the world. SIM came to Liberia in 1954 when they founded Radio ELWA (Eternal Love Winning Africa), one of their largest programs in Liberia to date. ELWA will be discussed in the SIM programs section of this thesis. In 1965, ELWA Hospital opened and SIM workers began planting churches in 1976. During the civil war in 1996, SIM missionaries were evacuated three times. By

⁴⁶ Dixon Hughes Goodman LLP, “Samaritan’s Purse: Consolidated Financial Statements and Supplemental Schedules, December 31, 2014.”, 9.

⁴⁷ Ibid.

the third time they were not expected to come back and the local people continued to run SIM. However, after the war ended in 2003 some missionaries returned. SIM has worked closely with SP as they are in the same compound.

Mission Statement

SIM's mission statement, core values and statement of faith are presented in great detail. The organizations mission statement is, "Our purpose is to glorify God by planting, strengthening and partnering with local churches around the world as we: evangelize the unreached, minister to human need, disciple believers into churches, and equip churches to fulfill Christ's Commission."⁴⁸ They describe themselves a "Gospel Community' that is: committed to Biblical truth, dependent on God, a people of prayer, mission-focused, church centered, concerned about human needs, a Christlike community, a learning and growing community, strengthened through diversity and responsive to our times."⁴⁹ In each of these sections, the terms used are broken down and explained in detail about what they represent.

In SIM's Liberia profile they state their vision for the programs in the country. Just like the main vision and statement of faith of the organization, they cover all aspects of what their purpose and vision is for Liberia. It is stated:

SIM envisions a growing Liberian church, true to the scriptures, relying on God, discipling believers to maturity in Christ, being empowered by the Spirit; self-governing, self-supporting, and self-propagating; pursuing God's missionary vision for the unsaved and unreached people of Liberia and the world. We envision the Eternal Love Winning Africa (ELWA) Ministries being nationalized, interdependent with (supportive of and supported by) Liberian churches, self-

⁴⁸ "Who We Are," *SIM*, Last modified 2015. Accessed August 1, 2015. <http://www.sim.org/index.php/content/our-purpose>

⁴⁹ "Core Values," *SIM*, Last Modified 2015. Accessed August 1, 2015. <http://www.sim.org/index.php/content/core-values>

directed, proclaiming the Gospel, teaching Biblical truth, upholding Christian moral standards, and ministering to human need.⁵⁰

The objectives are very detailed and straightforward. The following sections will cover the programs and funding of SIM.

Programs

SIM has a total of fourteen projects and programs they are currently implementing in Monrovia. They consist mainly of ELWA Ministries, healthcare, Christian education and Ebola. Eight of the fourteen projects are ELWA related, two are Ebola related and the rest are geared toward Christian education and leadership training.⁵¹ The projects are placed into different categories. These are: community education, literacy and translation, media and arts, medical and healthcare ministry, and technical services. Listed below are the biggest projects SIM is implementing in Liberia.

Trinity Dental Clinic

Besides Ebola, SIM's Trinity Dental Clinic is one of the main projects located at ELWA Hospital. The clinic was opened in partnership with the Mercy Ships in 2008. Most Liberians do not have access to dental care and can easily get infections. SIM established the clinic to give easy and inexpensive access to preventative cleanings. The missionary dentists have been training local Liberians. Like many of the other programs, the goal is to develop a sustainable clinic that is led by the Liberian people.

⁵⁰ "Liberia," *SIM*, Last Modified 2015. Accessed August 1, 2015. <http://www.sim.org/index.php/country/LR>

⁵¹ ELWA also has many of Christian education and leadership training programs. These will be discussed in the ELWA section.

Eternal Love Winning Africa (ELWA)

ELWA is SIM's main program and the program that originally brought the organization to Liberia. It began as a radio station in 1954 and was soon broadcasting Christian programs in 45 different languages.⁵² Since then, it has evolved into constructing a hospital (shared with Samaritan's Purse) and planting churches around the country. They began the Evangelical Church of Liberia (ECOL), which ran the organization during the civil war when Western missionaries had been evacuated. Since then it has continued to expand resulting in 110 churches in Liberia as of 2012.⁵³

There are eight current ELWA projects. These are: ELWA Academy, ELWA Hospital HIV & AIDS Education, ELWA Hospital Transition, ELWA Housing Restoration, ELWA Ministries, ELWA Radio Program Sponsorship, ELWA Services Campus Upgrade, and Radio ELWA Restoration.⁵⁴ The top three projects (according to highest cost of project) are Services Campus Upgrade, ELWA Academy, and Housing Restoration.

ELWA Services Campus Upgrade

According to SIM, security has been an issue at the campus. They are currently rebuilding a security wall, which is 70% complete, but the funds have run out.⁵⁵ They also need a new generator to support the hospital and radio.

⁵² "Liberia," *SIM*.

⁵³ "Liberia," *SIM*.

⁵⁴ "Liberia: Projects," *SIM*, Last Modified 2015. Accessed August 1, 2015. <http://www.sim.org/index.php/project/country/LR>

⁵⁵ "ELWA Services Campus Upgrade," *SIM*, Last Modified 2015. Accessed August 1, 2015. <http://www.sim.org/index.php/project/95348>

ELWA Academy

ELWA Academy started in 2001 by three mothers as a childcare program. The children who attended were mainly ELWA/SIM staff member's family. Over the next eight years the Academy grew from a daycare to a school with grades kindergarten through ninth. The purpose of the Academy is, "to train the minds and character of children in preparation for life and leadership in the church and society through a Christ-centered educational experience."⁵⁶ Over the next several years, the Academy wants to see more growth in the arts, computer classes, and offer nutritious lunches. The building has not been remodeled since it first opened and is too small for the current school population, and some of the roof tiles have been blown off in storms.

ELWA Housing Restoration

The next most involved project is the housing restoration on the ELWA campus. Most of those that live on the campus are ELWA, SIM or SP workers and missionaries. The houses are located on the beach and have been worn down by the tropical climate. This project hopes to rebuild houses, roofs, and windows in hope of helping them last for several more decades. ELWA has a guesthouse for short-term missionaries that need to be rebuilt. SIM states that, "This facility is essential, not only for ELWA but to encourage people around the world to engage in mission."⁵⁷

⁵⁶ "ELWA Academy," *SIM*, last modified 2015. Accessed August 1, 2015. <http://www.sim.org/index.php/project/95401>

⁵⁷ "ELWA Housing Restoration," *SIM*, last modified 2015. Accessed August 2, 2015. <http://www.sim.org/index.php/project/95346>

SIM Liberia Project Updates: October 2012

In a newsletter in October 2012, SIM listed their most urgent projects. These top three were ELWA Radio Restoration, ELWA Services-Campus Upgrade, and ELWA Housing Restoration. ELWA Radio was the first project started by SIM in 1954 and is listed one of the most urgent projects. During the war the station was looted and bombed, since then it had been operating out of a garage. In November 2011 the garage caught on fire and burned down moving the station to another building. SIM's vision is, "to restore ELWA Radio and enable the people of Liberia, and countries further afield through Internet radio, satellite and other technologies to hear the Gospel, be discipled and see their lives transformed."⁵⁸ ELWA Radio has been a crucial part of SIM's mission in Liberia and is why it is placed at the top of the urgent needs list.⁵⁹ The station has also been a way to broadcast the best practices to prevent Ebola.

Ebola

At this time, Ebola is the most expensive and urgent program for SIM. ELWA Hospital has been the top Ebola treatment hospital since the outbreak began in March 2014 as other hospitals shut down. Many of their units had to be integrated due to the rising number of patients. For example, the outpatient unit had to merge with the Ebola Treatment Unit so they could increase the number of beds from 40 to 300. Due to the rise in patients, medical supplies depleted and the hospital's revenue dropped from \$65,000 a

⁵⁸ "SIM Liberia Project Update," *SIM*, October 2012, accessed August 2, 2015, <http://images.sim.org/pdfs/Liberia%20Projects%20Oct%202012.pdf>.

⁵⁹ This newsletter is the most recent update the author of this thesis could find which is why Ebola is not listed.

month to \$6,000 a month.⁶⁰ The hospital struggled to cover costs such as electricity and water. Together with SP, they relied on donations to keep the hospital going. SIM has stated different donation costs. For example, it is \$200 to cover costs for every 5 beds in the Ebola Treatment Unit per month.⁶¹ The hospital is still recovering. SIM is still relying on donations to continue operations of the hospital while construction on the new hospital resumes.

Hospital Construction and Transition

SIM and SP are working together to construct the new ELWA Hospital, which will double the size as the current building. Information on the construction of the new hospital is more detailed through SP sources. SIM has been focusing on up-keeping the old hospital during the transition since Ebola has drained many medical supplies and repair is necessary. The new hospital was supposed to be completed by the end of 2014 but just resumed in April 2015. SIM will lead programs that train the staff on the new equipment and procedures. Their goal is to train Liberian staff in order to sustain and create a better healthcare system in the country.

Funding and Financial Accountability

SIM International does not have their financials easily accessible. The only statements found are for SIM USA, Inc. SIM USA, Inc.'s fiscal year runs from October 1st through September 30th. Capin Crouse LLP conducts the audit and ECFA and MissioNexus hold SIM USA and SIM International financially accountable.

⁶⁰ "Ebola Crisis Update," *SIM: Serving in Mission*, 2015, accessed August 2, 2015, <http://www.simusa.org/ebolacrisis>.

⁶¹ "Ebola Crisis in Liberia," *SIM: Serving in Mission*, 2014, accessed August 2, 2015, <http://www.sim.org/index.php/project/95217>.

For the purpose of this thesis, the only financial information recovered is from the “Liberia” country profile page on the website. Each of the fourteen listed programs has information on their funding progress. It lists the total cost of the project and the amount still needed. There is a note that the financial information is updated quarterly.

As stated in the programs section, the top most costly projects are Ebola, the Trinity Dental Clinic, ELWA Campus Upgrade, ELWA Academy and ELWA Housing Restoration. The progress is as follows⁶²:

Ebola Crisis

Total Cost: \$981,417
Still Needed: \$656,986

Trinity Dental Clinic

Total Cost: \$520,173
Still Needed: \$240, 173

ELWA Services-Campus Upgrade

Total Cost: \$493,944
Still Needed: \$486,682

ELWA Academy

Total Cost: \$489,405
Still Needed: \$414,274

ELWA Housing Restoration

Total Cost: \$444,045
Still Needed: \$231,277

On each page, there is a “Donate Now” button, which allows people to donate to that specific project. This is the only financial information about SIM’s programs in Liberia.

⁶² Data found from each programs webpage.

Orphan Relief and Rescue

Orphan Relief and Rescue (ORR) is a faith-based organization that began working in Monrovia in 2007. Their original call to mission was when they traveled to Benin, a country they also serve. Following Benin, the founders first came to Liberia while working on the Mercy Ships. They currently work directly with three orphanage homes: Danny Feeny, Frances Gaskins, and Rock of Divine. Their office is located one mile away from SP and SIM. ORR has a smaller staff of 11 people with one permanent member in the field and temporary staff that come throughout the year.

Mission Statement

ORR presents their mission statement, vision, core values, approach and goals all together. Their mission statement reads, “We are a voice with action for orphans that no one else will help.”⁶³ Following this is the vision statement, “We fight for justice of children in Benin and Liberia, West Africa. This fight is against trafficking, abuse, neglect and endless suffering.”⁶⁴ ORR mentions their Christian beliefs in a brief statement regarding their organizations goals. It says, “they empower orphanage directors and older children with skills to sustain positive change, build self-sufficiency, and enable continued spiritual growth.”⁶⁵

ORR expresses their Christian beliefs on their website on the FAQ’s page under the section, *Where does faith come in?* It is here that their programs are guided by Principles of Practice that are based off Mark 12:29-31, Matthew 22:37-40 and James

⁶³ “Mission and Vision.” Orphan Relief and Rescue. Accessed February 15, 2015. <http://www.orphanreliefandrescue.org/content/mission-and-vision>

⁶⁴ “Mission and Vision.”

⁶⁵ “Mission and Vision.”

1:27. To end this section it reads that, “the guiding and sustaining motivation throughout Orphan Relief and Rescue is to reach others with God’s love, the same love that has transformed our own lives.”⁶⁶

Programs

ORR’s programs are divided into four sections: relief, capacity building, construction and child development programs. Within each of these are several sub-projects with the goal of creating self-sustaining orphanages and programs.

Relief Program

ORR focuses the relief program on delivering food, basic necessities, and access to clean water, working latrines, and medical care. They describe the approach to healthcare as, “to train directors in best practices, and then to build partnerships with quality local clinics to provide free care when necessary. We host workshops throughout the year for caretakers on topics like handwashing, malaria and diarrhea prevention, watering and food handling, and safety.”⁶⁷ Their emphasis with this program is to train the local people.

Capacity Building/Construction

ORR is expanding their mission to include a Transitional Safe Home and the Frances Gaskins dormitory and school development. Each of these will coincide with their other programs such as construction, child development and relief.

⁶⁶ “FAQ’s,” Orphan Relief and Rescue, accessed February 15, 2015.
<http://www.orphanreliefandrescue.org/content/faqs#faith>

⁶⁷ “Relief Program,” Orphan Relief and Rescue, Accessed August 4, 2015.
<http://www.orphanreliefandrescue.org/content/relief-program>

Transitional Safe Home

The Transitional Safe Home is in partnership with the Ministry and Social Welfare In Liberia (MOHSW). ORR and MOHSW goal for this home is to take children out of abusive orphanage homes and provide a safe place for them to live while they find secure permanent housing. The first children to enter the home came in the Spring of 2015 from an orphanage that was closed down by the government.

Frances Gaskins Project

ORR has worked with Frances Gaskins orphanage home since the organizations founding in 2007. The home began with three classrooms (one used for church services) and one room in which the 40 children sleep. One of the current projects is to construct a new building with six classrooms on the ground level and a boy's dormitory on the second level. As of now, phase one is finished with two classrooms complete and a two-room dormitory.⁶⁸ Phase two will include four more classrooms.

Child Development Programs

The Child Development Program takes place in all three orphanages. They focus on educational and spiritual growth. The members of the organization will visit each home twice a week. During this time they offer one on one tutoring as well as group tutoring. ORR also has Bible study programs for different ages split into three different groups: elementary, teenage girls and teenage boys. For this program, the ORR field team has written their own curriculum that focuses on the spiritual needs of each group.

⁶⁸ "Frances Gaskins Project," Orphan Relief and Rescue, 2015, Accessed August 4, 2015, <http://www.orphanreliefandrescue.org/content/frances-gaskin-project>.

Funding and Financial Accountability

The format for ORR financial accountability and funding information is very similar to SIM, however there no financial statements available to the public. ORR is associated with ECFA Accredited. The annual review only consists a summary and total cost of each project. Only some of the project includes the cost and how much is still needed. In references to the programs discussed previously, the total need, total raised and total still needed are as follows:⁶⁹

Transitional Safe Home (Cost for one year of operation)

Total Cost: \$75,200

Total Raised: \$41,000

Total Needed: \$34,200

Frances Gaskins Project

Phase One:

Total Cost: \$8,000

Total Raised: \$600

Total Needed: \$23,764

Phase Two:

Total Cost: \$59,710

Total Raised: \$35,946

Total Needed: \$23,764

The information does not state how phase one of the Frances Gaskins Project has been completed due to its lack of funding. The only other financial information is in regards to sponsoring children. It lists the sponsorship costs as:

\$360 per year to keep a child out of slavery

\$420 a year to provide an orphan basic needs

\$420 a year to send a student to high school

\$3200 a year to send a student to university⁷⁰

⁶⁹ The following projects are the only ones with funding information provided.

⁷⁰ “Child Development,” Orphan Relief and Rescue, accessed August 4, 2015, <http://www.orphanreliefandrescue.org/content/child-development>

There is relatively very little information about ORR's financials and funding. All information that was found was presented above.

Catholic Relief Services

Catholic Relief Services (CRS) has been providing aid in Liberia since 1990 right after the first civil began. Although most organizations left at some point during the war, CRS had a continuous presence throughout. The organization began during World War II in 1943 providing aid to refugees in Europe. Since then they have expanded around the globe and work in a variety of different settings.

Mission Statement

CRS provides a detailed mission statement while they also state their Catholic values. While lengthy, their mission statement is crucial to their beliefs as well as this paper. It states:

Catholic Relief Services carries out the commitment of the Bishops of the United States to assist the poor and vulnerable overseas. We are motivated by the Gospel of Jesus Christ to cherish, preserve and uphold the sacredness and dignity of all human life, foster charity and justice, and embody Catholic social and moral teaching as we act to: promote human development by responding to major emergencies, fighting disease and poverty, and nurturing peaceful and just societies; and, serve Catholics in the United States as they live their faith in solidarity with their brothers and sisters around the world. As part of the universal mission of the Catholic Church, we work with local, national and international Catholic institutions and structures, as well as organizations, to assist people on the basis of need, not creed, race or nationality.⁷¹

It lays out why and how they work around the world. As their definition goes on, CRS also states their core values. These include their pro-life beliefs, advocating injustice, and working with non faith-based organizations. CRS works with these organizations even if

⁷¹ "The Mission of Catholic Relief Services," *Catholic Relief Services*, last modified 2015, Accessed August 6, 2015, <http://www.crs.org/about/mission-statement/>.

they know their beliefs do not completely align, but CRS stay true and constant with Catholic teachings.⁷² This includes funding and that all donations only go to programs that represent the Catholic mandate.

Catholic Social Teachings

CRS maintains their mandate by adhering to the Catholic Social Teachings, described as a “rich treasure of wisdom about building a just society and living lives of holiness amidst the challenges of modern society.”⁷³ It is broken down into seven themes. These themes are: life and dignity of the human person, call to family, community and participation, rights and responsibilities, option for the poor and vulnerable, the dignity of work and the rights of workers, solidarity, and care for God’s creation.⁷⁴ CRS uses these principles as guidelines to ensure that all of their actions while partnering with other organizations follow these themes. It is how they hold themselves accountable.

Programs

Although CRS has a strong presence in Monrovia, there is limited information on their programs in the city. On the reports they divide the program categories into three: disaster response, health and church partnership. However, given the outbreak of Ebola, CRS spent much of 2014 implementing programs to help containment and the people cope with loss of their families and income.

⁷² CRS also employs non-Catholics.

⁷³ “Seven Themes of Catholic Social Teaching,” in *Sharing Catholic Social Teaching: Challenges and Directions* (Washington, DC: USCCB, 1998) and *Faithful Citizenship: A Catholic Call to Political Responsibility* (Washington, DC: USCCB, 2003).

⁷⁴ “Seven Themes.”

Disaster Response and Ebola

As mentioned, Ebola was the main priority during 2014. In the brief paragraph regarding CRS' disaster response efforts it states that they “partnered with National Catholic Health Council and responded to the outbreak by providing 13 health facilities with personal protective equipment and bleach.”⁷⁵ The main ways CRS assisted in Ebola containment was through educating communities and local health care workers on preventative measures, and distributing hygiene materials and food helping approximately 120,000 people.⁷⁶ Unfortunately, due to lack of resources a few of the hospitals and clinics the CRS assisted had to be shut down during the outbreak.

Healthcare

CRS has worked with many organizations to improve the healthcare of Liberia. Creating a sustainable and self-leading healthcare system is another priority. The organization is currently implementing a two-year program associated with Global Alliance for Vaccines and Immunization (GAVI) to create a sustainable system. The goal is to “strengthen country-level civil society networks that advocate for improved immunization coverage.”⁷⁷ GAVI and CRS hope to engage the local governments in this project.

⁷⁵ “Liberia,” *Catholic Relief Services*, last modified 2015, Accessed August 6, 2015, <http://www.crs.org/countries/liberia>.

⁷⁶ “Ebola in West Africa,” *Catholic Relief Services Annual Report 2014*.

⁷⁷ “Liberia,” *Catholic Relief*.

Church Partnership

Along with working closely with other organizations and the Liberian government, CRS wants to engage the local churches in their programs. According to their “church partnership” project explanation, it consists on the business side of the organization as they ask for support in human resources management, strategic planning, and business development.⁷⁸ It offers guidance in another aspect of the organization, allowing more diverse training.

Funding and Financial Accountability

The financial statements of CRS are reported following their fiscal year, which runs from October 1 to September 30. They are held financial responsible by BBB Accredited Charity, Charity Watched (received an A+ rating) and Charity Navigator and their audit is completed by McGladrey LLC. The audit is in accordance with all standards enforced by the United States. Their full financial statement is easily accessible to the public. It covers the assets for the whole organization. There is no information strictly on their Liberia programs.

CRS states many times through the annual report that in 2014, 92% of operating expenses go to programs and the other 8% goes to fundraising, awareness and administration.⁷⁹ The total assets at the end of the year were \$486,459 over \$459,812 over 2013. Program operating expenses equaled \$599,279 and total-supporting services

⁷⁸ “Liberia, “ *Catholic Relief*.

⁷⁹ “Why Give to Catholic Relief Services?” *Catholic Relief Services*, last modified 2015, accessed August 6, 2015. <http://www.crs.org/accountability/>

(administration, public awareness and fundraising) equaled \$52,017.⁸⁰ This is a total of \$651,276 resulting in exactly 8% of costs going to administration, public awareness and fundraising and 92% going to programs.

The audit lists the private and public revenues with public revenues with the highest total. Private revenues come from: CRS Collection, CRS Rice Bowl, private contributions, foundations and other private grants, bequests and private in-kind gifts totaling \$145, 953.⁸¹ The public revenues come from: donated agricultural, other commodities and ocean freight, U.S government grants and agreements, other public grants and contributions and public in-kind gifts totaling \$427, 626.⁸²

CRS has lower revenue and operating costs compared to SP and SIM. From the information that could be found on ORR, CRS does bring in higher revenue and operating costs. These numbers cannot be certain due to the lack of financial information of ORR.

⁸⁰ *Catholic Relief Services-United States of Conference of Catholic Bishops: Financial Statements September 30, 2014*, McGladrey LLC. (Gaithersburg, Maryland: Last Updated March 6, 2015), 4.

⁸¹ *Catholic Relief Services: Financial Statements*, 5.

⁸² *Catholic Relief Services: Financial Statements*, 5.

CHAPTER 5: EVALUTING THE PRESENCE OF THE TWO GREAT
COMMANDMENTS AND THE GREAT COMMISSION IN THE MISSION
STATEMENTS AS REFLECTED BY PROGRAMS AND FUNDING

Samaritan's Purse

SP's mission statement revisited:

Samaritan's Purse is a nondenominational evangelical Christian organization providing spiritual and physical aid to hurting people around the world. Since, 1970, Samaritan's Purse has helped meet needs of people who are victims of war, poverty, natural disasters, disease, and famine with the purpose of sharing God's love through His Son, Jesus Christ.⁸³

The Two Great Commandments and the Great Commission As Seen in the Mission
Statement

The Two Great Commandments

The TGC are two categories of love; loving God and loving your neighbor. As discussed in the previous section, Christians are to love others as Jesus loves them, including what Jesus refers to as the least of these. In SP's mission statement, it says that the organization provides assistance to people all around the world including "victims of war, poverty, natural disasters, disease, and famine."⁸⁴ In his mission statement, Jesus declares that his task is to help the needy around the world and show them compassion. The TGC commands Christians to complete the same task.

The Great Commission

The GC is a call of action. SP exemplifies this well in their mission statement. The statement calls Christians to *provide, help* and *share* in their ministry for the

⁸³ "About Us." Samaritan's Purse.

⁸⁴ "About Us." Samaritan's Purse.

“purpose of sharing God’s love through His Son, Jesus Christ.”⁸⁵ Through *sharing* God’s love SP’s is discipling to people of all nations by being an example of who God is through *providing* and *helping* those around the world.

The Two Great Commandments In SP Programs and Funding *Programs*

SP’s programs play an active role in carrying out the TGC. This can be seen clearly in the three main programs: fighting Ebola, new hospital construction and Operation Christmas Child. Each of these demonstrates loving God by loving His people. The three programs offer humanitarian aid to the people of Liberia providing them support and assistance just as Jesus did. Jesus demonstrated this kind of love through healing, preaching and witnessing to the people of his time. The main motivation of these programs by SP is to be examples of Christ to Liberians by showing them compassion.

During the Ebola outbreak, SP provided medical and spiritual support to the people through the treatment units that were opened. By caring for Liberians affected by Ebola and showing them spiritual support many local people saw Christ through the staff of SP. Because of this 1,200 committed themselves to Christ.⁸⁶

SP has a large focus on children. Through Operation Christmas Child, children are shown love by receiving gifts from people around the world. Many of these children have never been given presents. Most gifts include toys, school supplies and encouraging notes from the people providing the gifts. Through these encouragements, children are able to see how they are loved from around the world.

⁸⁵ “About Us.” Samaritan’s Purse.

⁸⁶ “Fighting the War.” Samaritan’s Purse.

Funding

The majority of funding is spent on Operation Christmas Child totaling \$247,858,338 in 2014. Although SP fight against Ebola has been widely known throughout the last 16 months, Operation Christmas Child is one of their top and most important programs which can be determined by the amount of funding that goes into the program. It can be viewed as actively living out the TGC because it blesses “children with joy, hope and love...and give them the opportunity to experience the love of God.”⁸⁷

The Great Commission in SP Programs and Funding

Programs and Funding

The main slogan of Operation Christmas Child is to “make disciples and help change the world.”⁸⁸ *The Greatest Journey* is an extensive evangelism tool SP uses to minister to the children. At the beginning of the description of the Bible Study, it states the GC, which defines it as the mission statement of the program. Children are invited to learn more about Jesus and how to follow him faithfully. Given that it is the highest funded program, it can be argued that the GC is at the center of its program and funding. SP is ministering to the children to bring them to Christ at a young age. By doing this the children can then minister to others throughout their life. The program is an example of SP mission statement as it is a program with “the purpose of sharing God’s love through His Son, Jesus Christ.”⁸⁹

⁸⁷ “Operation Christmas Child,” Samaritan’s Purse.

⁸⁸ “Operation Christmas Child.” Samaritan’s Purse.

⁸⁹ “About Us.” Samaritan’s Purse.

Solidity of Mission Statement in Regards to the Two Great Commandments and the Great Commission

It can be concluded that the mission statement is solidified through the TGC and GC. The Commandments are actively engaged in both in the mission statement and in the programs and funding of the organization in Liberia.

Serving in Mission

Serving in Mission's mission statement revisited:

Our purpose is to glorify God by planting, strengthening and partnering with local churches around the world as we: evangelize the unreached, minister to human need, disciple believers into churches, and equip churches to fulfill Christ's Commission.⁹⁰

The Two Great Commandments and the Great Commission As Seen in the Mission Statement

The TGC can be seen in the mission statement by emphasizing SIM's work with the unreached, ministering to human need and discipling. These are all actions that Jesus took to love those who did and did not believe in Him. SIM's statement includes that the "purpose is to glorify God." By glorifying Him they are showing love and dedication to His work and loving others as He does. The organization breaks down their core values and places an emphasis on community, people and human needs. Community is a foundational aspect of Christianity; it is about creating a group of people that come together and have something in common. SIM concentrates on making that a central part of their operation. In the core values, we can see the emphasis SIM puts on growing the community and being concerned about human needs. These areas make the TGC come

⁹⁰ "Who We Are," SIM.

into light as SIM creates a community that is Christ centered based on helping others. This is what Christ did during His time.

The GC is seen very clearly in the mission statement and core values. There is focus on planting, evangelism, ministering, and discipling. Although the only word that is in both the mission statement and the GC is “disciple” it can be argued that the other words play a part in each as well. Evangelism is spreading the Gospel through ministering and preaching. This coincides with Matthew 28:19, “Therefore, go and make disciples of all nations.” A church is a place of teaching, so planting churches is a way for SIM to teach and minister to the local people. SIM strives to put these actions into practice through their programs.

The Two Great Commandments In SIM Programs and Funding

Programs

The main programs for SIM in Liberia concentrate on creating a sustaining healthcare system for the community (including the Trinity Dental Clinic and the new hospital), the fight against Ebola and using the ELWA ministries for evangelism. SIM ministers the TGC through these programs by helping the people of Liberia to create a sustainable future. Each of these programs follows along with Matthew 25: 34-40.⁹¹ These verses are Jesus stating that the disciples showed Him love by the way they loved and treated the least of these.

Funding

The funding that goes towards these programs supports the findings above. The two most expensive projects are fighting the Ebola Crisis (total cost of program is

⁹¹ As seen in Chapter Three, page 17 of this thesis.

\$981,417) and running the Trinity Dental Clinic (total cost is \$520,173). The fight against Ebola shows loving God and loving others by creating programs and treatment centers to contain Ebola and offer spiritual support. By focusing the most expensive project on Ebola it shows that they are caring and fighting for the people, just as Jesus did for His followers. Trinity Dental Clinic main focus is to help create a sustainable dental healthcare system in the country. The goal is to allow the trained Liberians to one day be able to take over the clinic without the help of the SIM dentists. SIM wants to enable the people to not rely on their help. They care for them and want the best for them. This is love in action.

The Great Commission in SIM Programs and Funding

Programs

Most SIM projects focus on the GC and evangelism. ELWA began in 1954 to broadcast Christian programming around the country. It involved into the Evangelical Church of Liberia (ECOL) that continues to plant churches to this day. Their main goal as an organization is to preach to as many unreached people of the world that they can. This is demonstrated in Liberia through the radio station as it broadcasted in 45 different languages.

The ELWA Academy is also an extension of the GC and making disciples. The main purpose is, “to train the minds and character of the children in preparation for life and leadership in the church and society through a Christ-centered educational experience.”⁹² SIM concentrates on spreading the Gospel. Through the Academy they train children at a young age about the best practices to minister to those who do not

⁹² ELWA Academy,” SIM.

know Jesus. By implementing these programs they are evangelizing to the people of Liberia and are training future missionaries at a young age.

Funding

In regards to the programs that are geared toward evangelism, the largest funded program is the ELWA Academy. The total cost needed for the Academy is \$489,405. The two other ELWA projects, services-campus upgrade and housing restoration, are on the list of top funded projects. ELWA is dedicated to sharing the Gospel, reaching Liberians all over the country and making disciples. Because of this emphasis on funding, ELWA is the most important program for SIM in Liberia.

The funding for ELWA all together is \$1,427,394. However, out of that total cost, only \$295,161 has been raised. As the Ebola crisis rose, the total amount needed for that project reached almost \$1 million. They still need \$656,986. SIM does not have their full financial information available for the organization or for Liberia. Therefore, it cannot be determined where the money being raised is going.

Solidity of Mission Statement in Regards to the Two Great Commandments and the Great Commission

SIM's mission statement and values are detailed and clearly defined. It covers both the TGC and GC. Throughout their programs and funding, it can be seen that each commandment is seen throughout different program categories.

Orphan Relief and Rescue

ORR's mission statement revisited:

We are a voice with action for orphans who no one else will help.

The Two Great Commandments and the Great Commission As Seen in the Mission Statement

ORR has a very brief mission statement. Unlike SP and SIM, their statement does not state anything about being a Christian organization. On the FAQ's page of their website they state how faith plays a role in their mission, but it is left out of the actual mission statement. If we take the ideals of the TGC it can be seen in the statement. They are advocating for orphans, a clear aspect of what Jesus says about loving others. The section about faith says that, "the guiding and sustaining motivation through Orphan Relief and Rescue is to reach others with God's love, the same love that has transformed our own lives."⁹³ In this statement, they focus on God's love and how His love has affected His followers. This is a basic definition of the TGC.

The only presence of the GC is in the last quote when the word *to reach* is used. ORR combines the TGC and the GC in this sentence as it discusses reaching others with God's love. However, it does not state any further information like who exactly they are trying to reach and why.

The Two Great Commandments In ORR Programs and Funding Programs

ORR has four categories of programs. One of the goals of each program is to teach and train the local people to be self-sustaining. All of the work revolves around an orphanage home, whether it is a long established home or transitional housing. The TGC can be seen in the programs by the attention and care provided to the people and creating a withstanding environment. It can be argued that each of these programs and funding

⁹³ "FAQ's," Orphan Relief and Rescue.

show love as an action as they work towards helping the people of Liberia. However, besides briefly mentioning spiritual growth, ORR does not directly discuss programs that are motivated by any Biblical ideals or sharing the Gospel with the Liberians they work with.

Funding

Given the lack of Biblical motivation in the programs, the funding also looks similar to this. A full financial report is not included, just an update on total costs of projects, total raised and total needed. The most expensive project is the Frances Gaskins expansion and remodel, totaling \$67,710. This funding and cost is encouraged by their goal to reach others with God's love and focusing on a new school and dorm for the children.

The Great Commission in ORR Programs and Funding

Programs

The same conclusions can be made about the GC in ORR's programs as they were concluded for the presence of the TGC in each program. Reaching others with God's love motivates the organization. However, there is not a clear plan as to how this is done. It describes the projects and the goals of these, but there is limited discussion in the definition of the projects about how they are spreading the Gospel to the people.

Funding

ORR does not discuss any aspect of the GC in their funding. Besides listing the main objectives of each program, the money spent does not go towards reaching others and making disciples.

Solidity of Mission Statement in Regards to the Two Great Commandments and the Great Commission

The semantics used by ORR in the reporting on programs and funding limit the emphasis on the TGC and GC. Instead they focus on how they are saving the children from slavery and offering them education. The organization confines their Biblical motivations to a brief statement.

Catholic Relief Services

CRS's mission statement revisited:

Catholic Relief Services carries out the commitment of the Bishops of the United States to assist the poor and vulnerable overseas. We are motivated by the Gospel of Jesus Christ to cherish, preserve and uphold the sacredness and dignity of all human life, foster charity and justice, and embody Catholic social and moral teaching as we act to: promote human development by responding to major emergencies, fighting disease and poverty, and nurturing peaceful and just societies; and, serve Catholics in the United States as they live their faith in solidarity with their brothers and sisters around the world. As part of the universal mission of the Catholic Church, we work with local, national and international Catholic institutions and structures, as well as organizations, to assist people on the basis of need, not creed, race or nationality.⁹⁴

The Two Great Commandments and the Great Commission As Seen in the Mission Statement

CRS has a very detailed mission statement clearly labeling the motivations and purpose in their work. In regards to the TGC, they associate themselves with being “motivated by the Gospel of Jesus Christ to cherish, preserve and uphold the sacredness and dignity of all human life.” This declaration goes hand in hand with the TGC. CRS aims to act as Jesus does to love all people of the world. The words cherish and uphold

⁹⁴ “The Mission of Catholic Relief Services,” *Catholic Relief Services*.

can all be used interchangeably with the word love. Christians love God, God loves His people so Christians love God's people. Christians cherish God, God cherishes His people so Christians cherish God's people. Christians uphold God, God upholds His people so Christians uphold God's people. This clearly states that it is a Christians calling to support and care for others as God does.

The mission statement does not directly discuss evangelism and making disciples of all nations. Assisting the poor all around the world, including Liberia, motivates them as an organization. The aim is to be examples of Christ within the communities they are serving. This idea is backed up by their acknowledgement of Catholic Social Teachings, which is defined as, "rich treasure of wisdom about building a just society and living lives of holiness amidst the challenges of modern society."⁹⁵ There is no comment on how they plan to spread the Gospel through their work with the poor.

The Two Great Commandments In CRS Programs and Funding

Programs

Evaluating both the TGC and GC within the programs of CRS in Liberia is difficult as there is not a lot of information. Most of the programs aim to create a self-sustaining society within Monrovia. This can be compared to the TGC because it is helping everyone reach their full potential, which is what God wants for His people and a way He loves them.

Funding

In the financial reports, CRS discusses frequently that 92% of their expenses go to programs and 8% go towards administration purposes. Since they spend a majority of

⁹⁵ "Seven Themes of Catholic Social Teaching," in *Sharing Catholic Social Teaching: Challenges and Directions*.

their expenses on programs it can be determined that the TGC is seen in their funding as the programs have the TGC ideals in them.

The Great Commission in CRS Programs and Funding

Programs and Funding

The GC is not fully seen in the programs or funding of CRS. They do place an emphasis on being Christ-like in their work however they do not emphasize *sharing* the Gospel through their work. The only mention of church engagement in Liberia is working with local churches to support the administrative side of running the church.

Solidity of Mission Statement in Regards to TGC and GC

CRS focuses on embedding the TGC in their mission statement and programs. They aim to cherish, preserve and uphold the people of the world, which is motivated by the Gospel. However, they do not place an emphasis of making disciples in the countries they are present.

Conclusion

In conclusion, the mission statements of SP and SIM encompass verbiage and intent to action by following the TGC and GC. Each of these commandments can be fully identified. However, ORR and CRS are lacking either one or both. There is nothing included in ORR's mission statement that represents the TGC or GC whereas CRS presents the TGC clearly but not the GC. See table below for a side-by-side comparison of the financials, key TGC words in mission statements, key GC words in mission statements and number of converts.

Table Comparison of Main FBO's Components

	Available Financial Information ⁹⁶	Key TGC Words	Key GC Words	Number of Converts
Samaritan's Purse	\$181,908,036 *net assets of entire organization	<ul style="list-style-type: none"> • God's Love • Providing spiritual and physical aid 	<ul style="list-style-type: none"> • Provide • Help • Share 	1,200 from Ebola Ministry
Serving in Mission	\$2,928,984 *total costs of projects	<ul style="list-style-type: none"> • Human Need • Glorify God 	<ul style="list-style-type: none"> • Disciple • Planting • Fulfill Christ's Commission 	N/A
Orphan Relief and Rescue	\$142,910 *total costs of projects	N/A	N/A	N/A
Catholic Relief Services	\$486,459 *net assets of entire organization	<ul style="list-style-type: none"> • Cherish • Uphold 	<ul style="list-style-type: none"> • Poor and vulnerable overseas • Development • Motivated by the Gospel 	N/A

⁹⁶ The financial information is based off the numbers the researcher could find.

CHAPTER 6: CONCLUSION

This thesis has been conducted to evaluate the effectiveness of consistent mission statements in FBOs in regards to the presence of the TGC and the GC. By analyzing the mission statements, programs and funding of SP, SIM, ORR and CRS, it has been concluded that a solid mission statement, which includes the TCG and the GC, will have a positive effect on the productivity and success of the organizations programs and funding. When one of the biblical principles was missing in the mission statement, it was also missing in the programs and funding. It can be concluded that in order to have a positive impact on the people of Liberia and spreading the Gospel, both ideals of the TGC and the GC must be present.

It should be noted that the data was collected and evaluated during the height of the Ebola crisis. This could have skewed the findings due to the crisis experienced in the city at that time. A further study could conclude a better long-term analysis of the FBO's beliefs, trends and policies.

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