

MAMELODI UPDATE FAQ

February 2011

This document is designed to answer basic questions about changes to our South Africa partnership. There will also be an open update meeting on Wednesday, March 2 at 7pm in the Oakley Auditorium, when we'll talk more in-depth about the situation and answer any other questions you might have. If after reading this document you have other questions, please email them to gomamelodi@crossroads.net so we can include them as we prepare for the meeting.

1. What's the bottom line?

We are saddened to share the news that Crossroads and Charity & Faith Mission Church in Mamelodi, South Africa have jointly decided to end our organizational partnership. This means that there will be no more trips between our two organizations, no more financial support, no more joint-pursuit of the Game Change initiative with Charity & Faith as our partner, and no more Mamelodi-targeted projects such as eWhizKids or the South Africa portion of the Thanksgiving Food Drive (we're still sending all of the food from the 2010 Thanksgiving Food Drive).

2. The background

We've worked in partnership with Charity & Faith Mission Church in Mamelodi, South Africa—and specifically, its leader Pastor Titus Sithole—for the past seven years. Like any long-term relationship, it's been challenging at times, but has been an incredibly positive partnership that has blessed our community in many rich, meaningful ways.

The partnership began during the Crazy Campaign when we agreed to fund the construction of a hospice on Charity's campus. The original cost estimates for the hospice were approximately \$250,000, but when all was said and done, the building cost nearly \$750,000. This did not deter our desire to work in partnership with Charity, but it did convince us that we could help future joint projects by bringing our gifts of leadership, strategic planning, financial management and administration more thoroughly to bear. In fact, it convinced us that to be the best stewards of future investments, we must do this.

For the next five years, our focus turned to getting people from both sides of the ocean together to build a solid relationship between our two communities. In that time over 1,500 Americans traveled to Mamelodi on short-term trips. Many of our lives were changed through these cross-cultural experiences, and many very real, rich friendships were formed. These trips—and the time we spent together—taught us much about our cultural differences and our differences in leadership styles. It also helped to birth the medical vision that was part of the Game Change campaign and revealed what it would take to make a real difference in the lives of those suffering in Mamelodi. This included not only a big vision, but also a management structure with the corresponding systems to ensure that millions of dollars could be confidently invested in a plan that would provide a solid foundation for the years to come.

3. What happened?

One year ago (in March 2010) we entered into an eight-page written agreement with Pastor Titus outlining our mutual desire to pursue the medical vision explained in the Game Change campaign. This written agreement also outlined how that vision would be managed. Both sides agreed that changes in our working relationship were necessary if millions of additional dollars were to be

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invested—as well as outside partners such as OneSight/Luxottica and the Ohio State University Medical School included—and we put those changes in writing to cement that agreement.

We spent the last year working out the finer details of how that agreed-upon plan would be implemented, as well as gathering other partners, fine-tuning our programmatic and budgeting process, etc. One of the reasons it took that long is we respected our cultural differences and gave Pastor Titus as much time as he asked to manage the change his community would undergo.

While we knew there were still minor details to work out, we were not “in negotiations” for a year—we had an understanding and a written agreement in place. That’s why we were unaware of what has become a fatal disagreement about how our relationship would be structured until Monday, January 31 of this year.

We did everything we could to work this out, including dozens of hours of face-to-face meetings, heart to heart discussions and mutual prayer. But in the end we strongly differed in our approach to partnership and we realized there is no common ground between our two positions, so we jointly made the painful decision to end our organizational partnership.

4. Some specifics

To be a little more specific, a year ago we had mutually agreed that the best way forward was to establish a new non-profit entity in South Africa to run the medical initiative. On January 31, our attorneys revealed to us that we must officially declare shareholders of the new entity with the South African government, and that these shareholders will have ultimate authority over the new entity. Because of the written agreement about how we’d be structured that we had in place, this seemed to us like a mere formality, but this legal requirement to declare the structure of our partnership revealed a fundamental disagreement between us.

Crossroads believes, if we are truly partners, that both Charity and Crossroads should be identified as official shareholders in the new entity. We never asked to be majority “owners,” but instead always asked to be in the minority as part of a nine-member board of directors consisting of five South African members and four American members. We feel this is critical because it would give us official, legal standing to ensure that the money is invested wisely and it would allow us to pursue third-parties like international NGOs (non-governmental organizations), corporations and schools, asking them to work with Crossroads and Charity together as partners, giving them even greater confidence in their investments. Further, listing both organizations as shareholders would ensure that a shared leadership structure of this new non-profit entity would remain in place for years to come. This shared leadership structure would have been a truly game-changing model because: a) it would have set us up for success for the long-run, and b) it would have been very different from the current leadership structure at Charity & Faith, which does not have a plurality of leadership.

Pastor Titus believes, however, that only Charity & Faith people should be listed as shareholders with full legal standing, and instead Crossroads should be given decision-making authority only through other types of agreements. This viewpoint does not represent true partnership to us, and that structure wouldn’t give us the full confidence we need to be able to say we’re being good stewards of the sacrificial Game Change commitments so many of us have made.

5. Why are we holding to this position?

Most importantly, we believe that if we are to be true partners, we should both be willing to put our names on the legal documents declaring it as so. To use an analogy, our insistence on making our partnership official is like making the decision to get married instead of just dating and living together.

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And making both parties shareholders is following both South African and global best practices for these types of partnerships. Over the past months, South African attorneys and accountants have come alongside us to help form and advise the new entity, and they universally agree that the position we've held is the correct way to go forward because it follows global best practices.

Further, we believe the success of this vision requires significant commitments from third party partners such as companies, global non-profits, and schools. Without Crossroads being official shareholders in the new organization, we do not believe we can pursue these relationships with confidence that we will be able to deliver on our promises.

Finally, we've had a team of dedicated Crossroads volunteers involved in the process of helping to form this new non-profit entity, and drawing upon their own experiences in life and business, they all feel that our proposal is the only way to move forward. For example, one volunteer who is a very successful business executive who has structured joint ventures for a major part of his career said, "I'd never structure a joint venture the way it's being proposed by Pastor Titus. That is not a true joint venture."

We believe God has blessed Crossroads with the ability to build infrastructure for change. Unfortunately, we believe that the plan that Pastor Titus has proposed will not allow us to do that. It also does not meet global best practices. We strongly believe that moving forward without getting the right structure in place up-front would be like building on shifting sand instead of building on solid rock (Matthew 7:24-27). While dissolving our partnership now carries some very painful short-term consequences that all of us are wrestling with and feeling (both as staff and volunteers), building the entire system on a foundation that is not stable—and then having it come crashing down in the future—would be much worse.

6. Why is Pastor Titus holding to his position?

It's not our place to speak for Pastor Titus. All we can say is that he believes doing what we are proposing violates a principle that he will not violate. Pastor Titus understands the consequences of this decision, but he is still unwilling to change his mind. It is important to note that we love, respect and continue to pray for Pastor Titus and Charity & Faith. We want nothing but the best for them.

7. Can't we work it out?

It pains us to say that both sides admit that there is no common ground between our two positions. There is no fight between us, but simply a strong difference of opinion on how partnership and leadership is supposed to work.

Since we discovered this fundamental disagreement, we've spent many hours on the phone with Pastor Titus, sent four people to South Africa for a week to meet face-to-face with him (as well as attorneys and accountants), and exchanged countless e-mails. We have all lovingly spoken some hard truths to one another and listened to each other. However, we still disagree on this fundamental issue.

It is important to note that of everyone in the staff and volunteer leadership structure at Crossroads, there is 100% agreement that this decision is the correct one. It is a deeply painful decision, but we are convinced that it is the correct one. Many of these people are making this decision knowing it will bring great pain and chaos into their lives, but all agree that this is the path we must take if we are truly committed to "changing the game."

8. How long has Crossroads known there were issues?

We had known there were minor disagreements about some of the details of the fundamental agreement we'd reached a year ago, but we were confident that we could work through those details and we were committed to doing so. We would not have proceeded with including South Africa in the Game Change campaign had we believed differently. We even had a four-day meeting in South Africa in August just to confirm everything was in place before we publicly cast vision for the South African medical initiative as part of the campaign. We were unaware of this fundamental impasse, however, until we actually had to file the papers for the new entity. That became clear on Monday, January 31, 2011, when the legal documents were placed in front of Pastor Titus to review and sign. He chose not to do so and then went on to explain why. As previously stated, we spent the following weeks doing whatever we could to work out this disagreement, but in the end there was no common ground.

9. Are we just pulling out of Africa when it gets hard like so many others have done?

We are ending our organizational partnership with Charity & Faith, but we are not pulling out of our commitment to this medical vision. It will take some time to regroup, but we believe God has called us to do this and we are committed to figuring out how to do it. Further, we do not believe we are acting like "typical Americans" who believe that only they know what is right. We have met many South Africans who agree that systems there must change if people are to be truly helped in South Africa. Also, we have not asked for control, but instead always asked simply to have a minority seat at the decision-making table. Further, we are certain that this disagreement is not 100% about cultural differences, but can instead be attributed to a difference in leadership philosophies.

10. Are we leaving Mamelodi / South Africa entirely?

We hope not, but we are not sure. We have a lot of great relationships in South Africa and we have learned a lot about how things work there. Further, working in South Africa is hard because of the distance and cost involved, and we have always believed that God has called us there, in part, for those very reasons. We are going to pursue this vision, we just cannot guarantee where it will happen or with what partner. We have a difficult process of discernment and research ahead of us. In short, we will be diligent in searching out where God is leading us next, yet we will not be hasty in making a decision.

11. Was there any impropriety?

No. There is not a scandal that has led to this decision and that was never a fear going forward. This is not about protecting money from being stolen, but is instead about being wise stewards in managing the investment of millions of dollars following global best practices.

12. What will happen to everything we have done in Mamelodi?

We don't know. Charity & Faith started the hospice, church, school, orphanage and other initiatives, and as Pastor Titus has always said, they are responsible for their operation. We have never had a management role in any of those initiatives. We have invested money in those entities, however, and since May 2008 we have been supporting them at a level of about \$35,000 per month. Pastor Titus knows that this financial support will end soon, and he must respond as he sees necessary. Our hope is that those entities thrive, but it does not change our decision that working in partnership with Charity & Faith is not the right way forward for our community.

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13. Are people going to be negatively affected by this?

Yes, in the short-term, there will certainly be people who are negatively affected by this decision. Some may not receive care from the Bophelong Hospice. Quite honestly, the thought of this brings us all great pain and deep sadness, so if you're struggling with those thoughts right now, know that those in leadership at Crossroads share those feelings with you. Yet while the Crossroads and Charity & Faith communities will both be upset, the people most negatively affected are the sick in Mamelodi. And we hurt for them the most. They need our prayers now more than ever.

Nevertheless, we believe that we must make a difficult decision at this time in order to help as many people as we can in the future. We do not feel led to continue in a relationship that is not growing towards sustainable change, and can't build a healthcare initiative on a fragile foundation that would hurt even more people if it came crashing down in the future. Both Crossroads and Charity & Faith are committed to pursuing this vision independently, though, so people will continue to benefit from those efforts.

Most importantly, we must recognize that God was working in Mamelodi long before Crossroads and Charity arrived, and God will continue working there long after we both are gone. God is bigger than our two local churches, and He is bigger than our partnership. We are sure God will lead us to where He wants us to go. Our work together may end, but that does not stop God from working.

14. What will Titus tell Charity & Faith?

We don't know. We both agree that the end of this partnership is not because of a fight between us or because of a scandal. Instead, the end is about a fundamental disagreement on how partnership should work. The average member of the Charity & Faith community doesn't know as much about our joint vision as the average person at Crossroads, so Titus's communication to his community will be different. We agree that we are still in friendship, just not an organizational partnership.

15. What about my friends in Mamelodi?

There is absolutely no reason to end a friendship because our working partnership is ending. We strongly encourage you to retain those friendships and build into the people of Mamelodi, especially through prayer and encouragement via email, Facebook, etc. You do not need Crossroads to do that, and we hope that the special friendships that were fostered through our churches' partnership will continue for years to come.

16. Why did we go through the Game Change campaign with South Africa as a chief component?

During the campaign we were unaware of this issue and we were confident in our mutual vision. Further, we were operating under a signed written agreement between us. We had absolutely no reason to believe this vision wouldn't happen. We still believe this vision will come to fruition, but it will not happen in a partnership with Charity & Faith.

17. What if I gave to Game Change specifically because of the South Africa vision?

First of all, if you made a Game Change commitment, we want to thank you for your generous investment in changing the game in our city and around the world. Our community gave aggressively

and sacrificially, and for that we are deeply encouraged and grateful. That said, from the beginning, we always said that Game Change was about a spiritual journey, during which we encouraged everyone to listen to God and follow through on whatever He asked. Further, as a principle, we've never accepted "directed giving" because we believe it violates the biblical model of the local church acting as one body moving forward to advance the Kingdom of God. As a community, we'll continue to pursue this vision—along with the other three projects outlined during Game Change. And Crossroads' leadership will continue to strive to make the best decisions possible on how to move forward. Being "all in" around here requires a posture of submitting your individual desires to a larger purpose and community that is pursuing what God has for us.

18. Does this mean we weren't really "called" to South Africa?

No. It means that the messiness of the world got in the way of what God is calling us to do. We believe God works for good in all things, and that He will use this situation for good. We will still pursue this calling. As with most things, God's plans are not our plans, so the fulfillment of this calling might look much different than we ever thought.

19. Will there be trips in the future?

We believe in the power of cross-cultural serving opportunities, and we believe that getting people together from different cultures and countries is essential to any game-changing initiative. We know that has happened in many people's lives and we hope that will continue. So, yes, we will still do trips. At this time all trips to South Africa are cancelled, but the ability to do trips is an important criteria to any future endeavor and partner. If you are currently signed up for a trip to South Africa, your money and any money a friend donated toward your trip will be fully refunded. More details on that will come shortly in emails you'll receive individually.

20. Why can't we continue to do what we have been doing all along?

We believe that if a relationship is not growing, it's dying. That said, we do not regret the work we've done with Charity & Faith or the money we've invested. But while the many trips we've taken were the right thing to do at the time because they built relationships between our two communities, at some point, if we aren't making a real, sustainable difference in the lives of people who are suffering in Mamelodi, the trips become self-serving. We have come to that point. Since the Game Change medical initiative won't happen through a partnership between Charity & Faith and us, there's no longer a shared vision towards which we can mutually work, so it's best for both of our organizations to look for new partners and opportunities.

21. What's next?

We've already begun the process of looking for new partners and figuring out how to make this vision a reality. We're now in a discernment and research phase. While we hope this doesn't take long, we can't promise a specific timeframe. We're going to work our tails off to make this happen, while remaining diligent about first hearing God clearly and making the right decisions going forward. We ask for your prayers as we work diligently and listen intently.

22. I'm struggling with this news. How can I best process it?

While we are resolute in our decision, all of us in leadership are certainly struggling personally with this news. Over the past few weeks, we've found that the best medicine has been to be around other people who share similar experiences with our friends in Mamelodi, asking them questions, laughing with them, crying with them, and praying together. We've also been in contact with our friends in South Africa to see how they're doing. (Note: while a group of Charity & Faith members know the news as of February 26, we aren't exactly sure when Pastor Titus will be announcing this news to the entire Charity & Faith community. Therefore, know that it is possible that your Mamelodi friends may not know this news for a week or two.)

Specifically, we encourage you to process this with friends, your GO Group, etc. We also encourage you to pray for Pastor Titus, Charity & Faith and the people of Mamelodi.

In addition, we are hosting two events to answer questions and help you process:

- **South Africa Update Meeting:** Wednesday, March 2 at 7pm in the Oakley Auditorium
 - At this event, we'll talk more in-depth about the situation and answer any other questions you might have. If after reading this document you have other questions, please email them to gomamelodi@crossroads.net so we can include them as we prepare for the meeting.
 - Childcare is available. Please RSVP at www.crossroads.net/gomamelodi.
- **Processing South Africa night:** Tuesday, March 8 at 7pm in the Oakley Annex
 - This event will be more of a time to process your pain, share stories, laugh and pray for our friends in South Africa.