

MANNA

W O R L D W I D E

Rescuing children from the grip of poverty.

Staff Handbook



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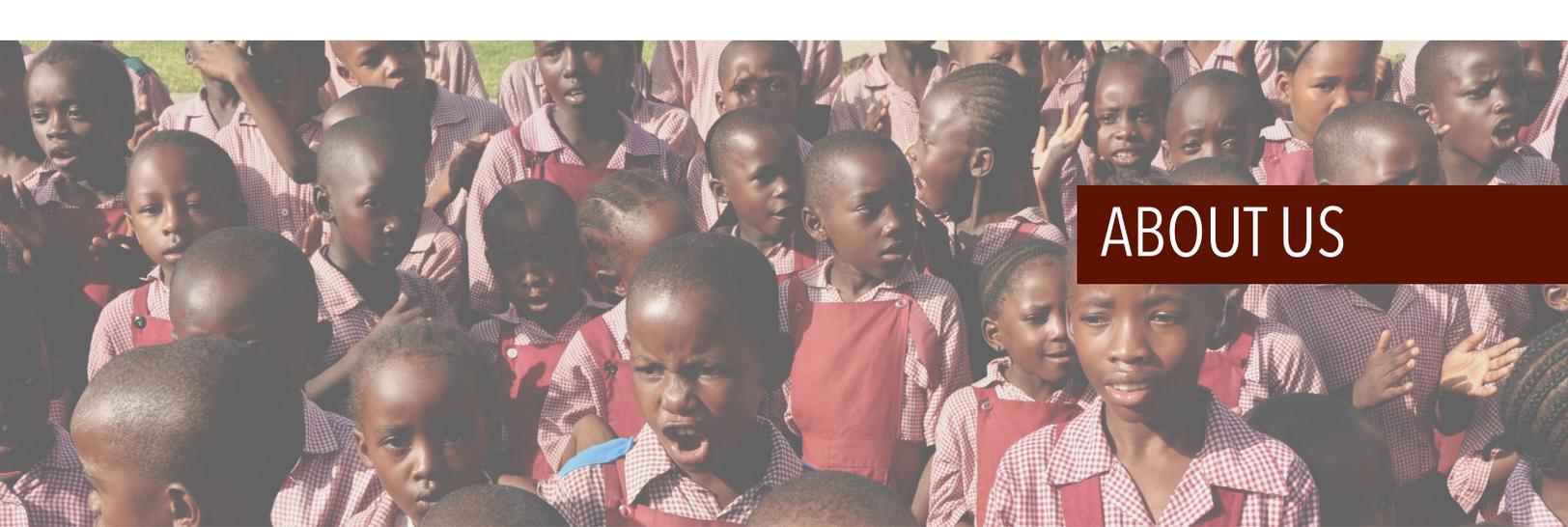
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MANNA Worldwide has a passion for helping needy children around the world. Our objective is not only to feed them for a season, but to develop communities toward a more complete way of life.



ABOUT US

WELCOME

Thank you for joining the MANNA Worldwide team. We are excited to begin the process of introducing you to our organization. This handbook will provide you with an excellent foundation for integrating into the ministry; however, given the size and scope of MANNA, you can expect to continue your learning process for years to come.

Please read this manual in its entirety and report back to your direct supervisor with questions that arise.

May God bless you as you serve Him alongside our team!

OUR HISTORY

MANNA — Ministry And Nutrition Needs Abroad

In 1991, the first MANNA Nutrition Center was started in the Philippines by Bruce and Pam O’Neal. Their church was located near a middle class community and several squatter villages. The church was thriving but lacked the financial means to care for the poor who came asking for assistance weekly. After being confronted with this need, Bruce and Pam began looking for partners to financially support their ministry by helping to start a school and feed the marginalized children in that community.

The members of their church took the money that began trickling in and became passionately involved in opening a school which welcomed the poor and provided books, uniforms, and warm meals each day. By opening this part of their ministry, many families became involved in the church. Bruce and Pam found that by taking care of the children’s education and many of their meals, families were now able to stretch their meager budgets to survive.

What began with looking for ways to care for poor families in the Philippines has now grown to seeing more than 13,000 children being fed each day. MANNA is also blessed to be involved with 23 orphanages.

MISSION STATEMENT

Rescuing children from the grip of poverty

VISION

MANNA was founded and continues to serve children because we have each experienced the love of Jesus Christ and desire to bring that same peace to the entire world. MANNA Worldwide is a Christian organization that focuses on caring for impoverished children around the world. We are strategically fighting the global giants of disease, poverty, illiteracy, and spiritual emptiness.

FOUNDING DATE

MANNA was founded in January 2001.

OVERHEAD EXPENSES

MANNA's overhead is maintained at less than 10%. This helps us focus the vast majority of our resources on directly impacting the children we serve. All Directors and Assistant Directors at MANNA raise 100% of their salary before beginning their full-time assignment. There are also staff positions that are required to raise 50% of their funding in order to create an environment that is always focused on low overhead and financial responsibility.

REGIONAL OFFICES

MANNA has two offices located in Fort Worth, TX and Denver, CO. Additional staff members work remotely in Houston, TX; Tyler, TX; Dayton, OH; and Springfield, MO.

MANNA WATER FOR LIFE

Water for Life is a MANNA ministry that focuses on drilling water wells as a means to evangelize and strengthen the presence of churches in their communities. This ministry has a website with additional information at: www.waterforlifeworldwide.com. Ultimately, all the content on this site will be housed on MANNA's main website.

CORE VALUES

Humility

There can be no success at MANNA without humility. We come as learners, not experts. Using the term “we” instead of “I” helps live in the truth that none of our work is done in isolation. Psalm 18:27; Proverbs 3:34; Philippians 2:3-4

Faith

Our firm belief in the redemptive and restorative work of Jesus Christ has resulted in the transformation of our lives. This transformation drives every aspect of our work as we seek to care for the less fortunate, not to change them, but because of the change found within us. Hebrew 11:1; 2 Corinthians 5:14-15

Generosity

Giving our money, time, talents, and energy is a priority to working in a ministry focused on reaching “the least of these.” Matthew 6:19-21; Matthew 25:31-40

Diligence

Completing our work to the best of our ability, we strive to work hard, deliver on commitments, act with integrity, and understand that a sense of urgency is what God-honoring work is all about. Proverbs 6:6-11; Galatians 6:9; Hebrews 12:1-3

Stewardship

We are caretakers of the gifts of God, operating with the understanding that all resources we use to accomplish the work at MANNA have been entrusted to our care. We take this commitment seriously and will faithfully execute a meticulous hand when it comes to finances and assets.

Teamwork

Leveraging the beauty of teamwork enables us to generate the most God honoring ministry possible. We recognize that we are all part of the “body” and thus are rendered useless without each other. Corinthians 12:12-20; I Corinthians 3:5-9

STATEMENT OF FAITH

MANNA governs our decision making based on the following statement of faith:

We believe that the Holy Bible is the inspired, infallible, authoritative, complete, and final revelation of the will of God to man. **John 5:39; 17:17; Romans 15:4; 2 Timothy 3:15-17; 1 Peter 1:23; 2 Peter 1:19-21**

We believe that there is only one living and true God, the maker and supreme ruler of heaven and earth, eternally existent in three persons, the Father, the Son and the Holy Spirit, equal in every divine perfection, and executing distinct but harmonious offices in the great work of redemption. **Psalm 83:18; 90:2; Jeremiah 10:10; Matthew 28:19; John 10:30; 2 Corinthians 13:14; Ephesians 2:18; 4:6**

We believe in the deity of the Lord Jesus Christ, both as the Son of God and God the Son, in His virgin birth, in His sinless life, in His miracles, in His vicarious and atoning death through His shed blood, in His bodily resurrection, in His ascension to the right hand of the Father, and in His personal return in power and glory. **Matthew 1:23; John 1:1-14; Acts 1:11; 2:22-24; Philippians 2:5-11; 1 Corinthians 15:3-4; Hebrews 1:1-4; 4:14-15**

We believe that a person must be born again; that the new birth is a new creation in Christ Jesus that is effected by repentance of sin and faith in Jesus Christ which is brought about by the power of the Holy Spirit; that its proper evidence appears in the holy fruits of repentance and faith and newness of life. **Psalm 51:1-4,7; Isaiah 55:6-7; Luke 12:8; 24:47; John 14:6; Acts 4:12; 20:21; Romans 10:9-11,13; Ephesians 2:8-9**

We believe in the present ministry of the Holy Spirit whose indwelling enables the Christian to live a godly life. **John 3:5-6; 15:26-27; 16:8-11,13; Romans 8:9; Galatians 5:16-18**

We believe in the spiritual unity of believers in our Lord Jesus Christ and that all true believers are members of His body, the Church. **1 Corinthians 12:12-13, 27; Ephesians 1:22-23; 2:19-22; 4:4**

We believe the Lord Jesus Christ commanded all believers and every local church to proclaim the Gospel throughout the world and to disciple people of every nation. **Matthew 28:18-20; Mark 16:15; Luke 24:47; John 20:21; Acts 1:8; 2 Timothy 2:2.**

The following list contains helpful acronyms, terms, and abbreviations we use often in MANNA communication.

ACRONYMS

BBF - Baptist Bible Fellowship

BBFI - Baptist Bible Fellowship International (Mission arm of the BBF)

CFC - Combined Federal Campaign

COB - Close of Business

CSC - Christian Service Charities

ECFA - Evangelical Council for Financial Accountability

EIN - Employer Identification Number (same as tax ID number)

EOM - End of Month

FDR - Fund Disbursement Request

FSA - Flexible Spending Account

MIC - Missionary in Charge

MWW - MANNA Worldwide (As an acronym, MANNA is always capitalized)

OOO - Out of the Office

POC - Point of Contact

SBC - Southern Baptist Convention

SUO - Shoe Unto Others

UPS Report - Undesignated, no Previous giving, no Solicitor

VBS - Vacation Bible School

WBF - World Baptist Fellowship

TERMS

Missionary Partner: Missionaries funded by MANNA to provide humanitarian services in coordination with church planting and development.

MANNA Missionaries: Missionaries who are on staff with MANNA and sent out directly through our organization

Trip Number: Any international trip that will incur expenses through MANNA needs a trip number for accounting purposes. For more information see “Organizing Trips.”

STAFF POSITIONS AND RESPONSIBILITIES:

CEO/President

- Vision casting, setting organization direction, communication with the board, major donor networking, oversight of international projects and fundraising, managing director level team members

Vice President

- Operations, organizational management and oversight, hiring, new hire orientation, project coordination and management
- **POC:** Recruitment/interview process, on-boarding

CFO

- Financial oversight, managing office staff, organizational project oversight, human resources
- **POC:** Salary/payroll, personal monthly financial reports, transfer reserve funds, request credit card, request change in credit card limits

Administrative Assistant to the CFO

- Donation entry, mission trip approval, ministry fund dispersal
- **POC:** FDR, guest room availability, trip fund accounting, trip request status, promotional mailings, takes all Fort Worth mail to post office on Thursdays

Accounting Manager

- Accounting, reporting, bookkeeping, finance software maintenance and oversight
- **POC:** Reserve account balances, trip insurance, center list, taxes

Marketing Administrator

- Web development, marketing material, fundraising project management
- **POC:** Email, web site, videography, photography, marketing

Director

- Regional oversight (Africa, Asia, Central America, Europe, South America, Water Operations), leading mission trips, fundraising, project oversight (financial and quality), project management
- **POC:** missionary contact, mission trips

Assistant Director

- Support of regional vision, fundraising, mission trip leadership, project management

Field Supervisor

- In-country MANNA representative responsible for project management and oversight, coordinating with missionaries and reporting directly to regional Director

Missionary

- In-country church planting, nutrition center/orphanage oversight, mission trip hosts, fundraiser
 - MANNA Missionary: Missionaries who are on staff with MANNA and sent out directly through our organization
 - Missionary Partner: Independent missionaries funded by MANNA to provide humanitarian services in coordination with church planting and development.

BOARD OF DIRECTORS

MANNA has a 15 member Board of Directors. The CEO & President report directly to the board. The board is comprised of pastors, business leaders, and individuals who are completely committed to MANNA's mission and vision.

MEETINGS

- Annual, in-person meetings are held each year during the month of April. All MANNA staff are invited to these meetings.
- **The board has requested not to be solicited for personal support or project support during these sessions, as there are many needs that they are confronted with each year. They have committed to reach out as they feel led.**
- Three to five conference call meetings are also held throughout the year with the board.

MANNA is affiliated with the following organizations:

- **ECFA**

The Evangelical Council for Financial Accountability is a watchdog organization that makes sure evangelical organizations are appropriately allocating funds. MANNA is a member in good standing. If you would like to use MANNA's ECFA seal on a MANNA document, please contact the Marketing Administrator.

- **Baptist Bible Fellowship International (BBFI)**

The current President and CEO of MANNA is a BBFI missionary. The BBFI has a permanent, non-voting seat on the Board of Trustees, and MANNA is an approved ministry partner with this organization. MANNA partners with many BBFI missionaries, and many of our donating churches are affiliated with the Baptist Bible Fellowship.

- **World Baptist Fellowship (WBF)**

This is a conservative Baptist fellowship that, in 2012, voted to recognize MANNA as an official ministry partner.

- **Southern Baptist Convention (SBC)**

The SBC partners with many organizations. MANNA is a recognized organization and approved as a ministry partner. This partnership provides credibility in their churches and allows MANNA to participate in their Guidestone retirement and health insurance plans.

- **Charity Navigators**

Charity Navigators is a charity watchdog group. MANNA is a charity in good standing.

SHOE UNTO OTHERS

One of the fundraising tools we use is the Shoe Unto Others program. Trip participants can buy shoes from MANNA for \$7 and sell them for \$20+. The proceeds from the shoes go to pay for the fundraiser's mission trip expenses, and they are able to give a pair of shoes to a child once they are on the field. They are also used as community outreach programs during which we hand them out at public schools. More information regarding the shoe program can be found at: www.mannaworldwide.com/shoe

Please request a pair of shoes from the Marketing Administrator to display when making presentations.

WATER FILTERS

MANNA is currently stocking portable water filters for both individual sales and also to be used as a fundraising effort for individuals to help them cover MANNA trip expenses. In both scenarios, the filters are taken to the field. A compact filter can provide a family up to 10 years or 1,000,000 gallons of clean water during its lifespan. The cost per filter is \$59.00 per unit. With each filter bought, the trip leader is required to purchase a separate 5 gallon bucket upon arrival in the destination country. The cost of the buckets will be deducted from the \$59.00 unit cost per filter.

To use the filters for fundraising efforts, the traveler needs to sell the filter at a suggested cost of between \$150 and \$175 per unit. The amount the traveler would be able to use towards their individual trip costs would be the difference between the selling point and the per unit filter cost of \$59.00.

To learn more about the filter program go to: www.mannaworldwide.com/filters

MANGO TREE COFFEE

Mango Tree Coffee is a foundation started by MANNA Worldwide to provide high quality coffee to individuals, churches, and corporations. The foundation reports to the President of MANNA and to the MANNA Board of Directors and exists to raise funds and awareness for MANNA.

More information can be found at: www.mangotreecoffee.org

Mango Tree Coffee can be used as a fundraiser for a mission trip, youth activity, school, etc. Information about selling coffee as a fundraiser can be found at: www.mangotreecoffee.org/fundraiser

JOINING MANNA

The following forms must be filled out. They will be sent to you on or before your first day of work along with instructions for each item. They can be found at mannaworldwide.com/newhireforms.

- **I-9**
- **W-4**
- **FBI Background Check**
- **Non-Competition Agreement**
- **Direct Deposit Banking Form**
- **New Hire Information Form**

Optional Forms:

- **Housing Allowance Worksheet** (For licensed ministers only)
- **Health Insurance Forms:** MANNA does not provide health insurance but has a relationship with Guidestone which offers a slightly discounted rate, in some situations. Many staff simply search out health insurance through private health insurance plans.
- **FSA:** You will receive an informational package and optional sign-up form. This program allows you to pay for medical expenses pre-tax.
- **Retirement:** A 403(b) account is available to you through Guidestone Financial. A separate information packet will be given to you to set this account up.
 - The retirement allowance is \$600/month pre-tax money for those who have worked at MANNA for up to five years. After five years of service, it increases to \$1000/month.

MATERIALS

Director/Assistant Director/Field Supervisor/Missionary:

Each of the below materials and resources will be provided to you within your first week at MANNA. If you are missing any items listed below, please contact your direct supervisor.

- Displays: On occasion a church will request to keep a display to be used in their lobby. This should only be done if the church supports MANNA projects at a minimum of \$500 per month or has verbally committed to raising the funding to do so.
- Brochures
- DVDs
- Center List: This list will have all the projects MANNA currently partners with along with financial data.

All MANNA Staff:

- Business Cards – Your first 500 business cards will be ordered and paid for by MANNA. After these have been used, succeeding orders will be paid for out of your work funds.
- Office key
- Alarm Code - Each person on MANNA's staff has a unique alarm code that should not be shared with anyone else in the organization or with anyone needing access to our facilities. In the case that a person needs access to our offices or guest apartment, they should receive an alarm code and key from the CFO's office.
- Staff Contact Information
- Center List

OFFICE SPACE/DOOR SIGN

If you have an office with a door plate on the outside, please contact the office of the CFO to order a plate with your name on it.

PHONE SYSTEM

Please contact the Marketing Administrator to have your phone extension assigned.

MANNA NEWSLETTER

Sign-up for the MANNA newsletter at www.mannaworldwide.com

CONTACT LISTS

To receive the MANNA Staff and Board of Trustees contact lists, email the Vice President's assistant.

FEDERAL TAX ID/EIN NUMBER

17529316048 (TX tax exempt document can be found at www.mannaworldwide.com/internal)

OFFICE DEPOT

Our Texas tax exempt number at Office Depot is: 64759710.

If you are purchasing materials directly related to MANNA, give the cashier this number at checkout, and it should ring up as tax-free. This number should never be used for personal purchases.

AT&T

MANNA employees receive discounted cell phone service through AT&T. To receive the discount you must go to an AT&T store and show proof of employment (ex. Check stub, MANNA credit card, business card, etc) and provide the below number.

MANA WORLDWIDE-N CBE IRU FAN: 03597501

AMERICAN AIRLINES

MANNA has received a Business Extra account number from American Airlines: **867013**. MANNA receives air miles for flights on which MANNA employees travel. You will still receive your air miles, and MANNA will receive an additional credit.

You can add our business award number to your existing American Advantage account by logging into your account at aa.com and selecting the Reservation Preference tab. Scroll down to: My Business Extra Information and add the number: **867013**. It was suggested that you mention you have this number when checking in for your flight.

After adding this Reservation Preference, please e-mail the office of the CFO that this task was complete.

WORK HOURS

Full-time MANNA staff work a minimum of 40 hours per week.

TIME OFF

VACATION DAYS

- 0-5 Years 2 Weeks (10 days)
- 6-10 Years 3 Weeks (15 Days)
- 11-15 Years 4 Weeks (20 Days)

Vacation time is prorated from your hire date through the end of your first year. Allotted vacation days are available from January 1-December 31 of each year. Vacation time should be requested with two weeks notice from your direct supervisor. Time not used during the year may be rolled over for one year, then it is expired.

SICK DAYS

All MANNA staff will have 10 sick days per calendar year that do not roll over to the following year. Please notify your supervisor when taking sick time.

COMP DAYS

When traveling for MANNA business over a scheduled day off or weekend, those days must be taken at the soonest possible time within the next 30 days.

HOLIDAYS

MANNA Offices close on the following holidays:

- New Year's Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Eve
- Christmas Day
- New Year's Eve

If one of these holidays falls on a Saturday, the office will be closed the preceding Friday. If it falls on a Sunday, the office will be closed the following Monday.

CORPORATE CREDIT CARD

- If you lead MANNA mission trips, you will receive a credit card when you need to begin purchasing for a trip.
- Once issued, the credit card is to be used for business reimbursable expenses only. Any other use of the card is prohibited. Use of the card for personal purchases is not permitted.
- Corporate expenses exceeding \$50 must receive written approval from your direct supervisor.
- Use of personal credit card for MANNA purchases is prohibited. Business expenses paid using another credit or debit card will not be reimbursed except in exceptional cases.
- **All MANNA related travel expenses must be charged exclusively on the corporate card.** This includes meals, fuel, airline tickets, etc.
- All receipts from credit card purchases must be submitted to the office of the CFO within 30 days of purchase. Receipts missing for more than 60 days will be paid from the team member's pay check.
- Meal expenses: All receipts submitted for food purchases must be accompanied by a list of the people attending event whose meals were paid for on that transaction and reason for the event.
- Credit card limits are set based on need. Before making purchases over \$500 (after receiving approval from your direct supervisor), call the office of the CFO to request your credit limit. If a change is needed, it can be done on the same business day.
- When traveling or leading a mission trip, contact the office to set up an appropriate credit limit.
- For 24/7 emergency credit card help when traveling, call Terry Blake at 817.964.1999.

PROPERTY & VEHICLE ACQUISITION

- Any vehicle or property purchased with work funds will be placed in the name of the organization.

MILEAGE

- To qualify for tax-free reimbursement, mileage must be driven exclusively for work-related purposes. In addition, the business trip must be uninterrupted.
- This means an employee may not do personal business on a business trip. If he or she stops to do a personal errand, all further mileage on that trip is not qualified.
- The IRS makes exceptions for reasonable stops such as taking a lunch break.

DRESS CODE

- Our in-office dress code is business casual.

NEWSLETTERS & PRAYER LETTERS

- It is recommended that you send supporters a personal update letter every month, but no less than one letter per quarter.
- Please send a copy of each letter to admin@mannaworldwide.com to keep on file for when churches or individuals call and request a copy.
- It is also advisable to send a copy of your update letters to MANNA's Board of Directors.

BRANDING & MARKETING MATERIAL

In order to maintain the MANNA brand and a cohesive marketing presence, the following policy must be upheld by all MANNA Worldwide staff.

- Marketing material is defined as anything that is designed for the purpose of promoting MANNA Worldwide, raising personal support, or that includes information regarding MANNA projects and/or ministries.
- This includes but is not limited to: **Business Cards, Banners, Displays, Brochures, Newsletters**
- If a team member wishes to print any marketing or promotional material, it needs to be printed through the MANNA office or receive approval from both the Vice President and Marketing Administrator.
- Additionally, any online presence (web marketing, blogging, newsletters, personal websites promoting MANNA involvement, etc.) needs to receive approval from both the Vice President and Marketing Administrator before being produced.

MANNA BOOK

This is a hardcover book with photographs and stories of MANNA children around the world. These are used as gifts for donors, pastors, and mission trip participants (included in their nonrefundable registration fee).



It is not enough to simply wish the world were a better place; it is time that people stand up and shout against injustice. It is time to love those who are unloved. It is time to end the cycles of ignorance, poverty, shame, hate, and despair.

MANNA received a grant from Google that gives us access to their G Suite platform, which includes our email server, cloud storage, conference call capabilities, and calendars.

SETTING UP YOUR EMAIL

- For instructions on setting up your MANNA Email, go to mannaworldwide.com/internal.
- If you have any questions, please contact the Marketing Manager.

CONFERENCE CALLS

Periodically, you will be asked to join meetings that are held on Google's video conferencing platform.

TO JOIN A CALL:

- When you accept an email invitation to a call, it will be added to your MANNA calendar.
- At the time of the call, go to the event on your calendar, and the link is automatically listed for you to click. We have found that it's best to use the Google Chrome browser.
- Click "Video call"
- Allow it to use your camera and microphone.
- When you're done, click "End call."

TO SCHEDULE A GOOGLE HANGOUT VIDEO CALL:

- Log in with your email at gmail.com, and in the upper right hand corner, there is a button of nine squares that pull up the Google apps.
- Click Calendar
- On the left side of your calendar, click the "Create" button to create an event.
- In that window, click the "More options" button on the bottom.
- Adjust date and time.
- Under "Event Details," click the drop down menu "Add conferencing" and then click "Hangouts." This will provide the unique video conferencing link to the event.
- On the right hand side of the window, you can "Add Guests" that will receive the invitation and link to join the call. They do not have to have gmail accounts to access the call.
- Click "Save" button at the top right.
- Click "Send" on pop-up window to send invitation emails to guests.

CONFERENCE CALL ETIQUETTE:

- Upon joining a call, announce yourself, “Hi, this is Jon, I just joined.”
- Make sure to take calls in a location without a lot of background noise. If there is a lot of background noise, place your phone on mute.
- Conference calls are most effective when there is good group interaction. Be sure to engage with the group, while also being aware not to dominate the time.
- When the group is asked a question, it is a good idea to speak up, even if it to say that you simply understand.
- **Be on time** or a couple minutes early to every call.
- If you need to leave a meeting early, be sure to let the facilitator know at the beginning of the call.

CALENDARS

- Your manager will add you to a team calendar that will be shared with your internal team, the Vice President, and the President.
- Please add all travel, both vacation and work-related, as well as appointments to help everyone on your team stay in the loop on your availability.

EMAIL GUIDELINES & ETIQUETTE

- All MANNA related business must be conducted on an approved MANNA email address.
- When traveling, always set up an auto-responder Out of Office message.

Email is best approached with a “less is more” strategy. To help you get started, we’ve assembled a cheat sheet of our email best practices that should help you be more efficient. It's important to remember that some people receive dozens of e-mail messages a day, so being brief and clear can go a long way toward getting you what you need.

Keep your message simple and clear. Edit unnecessary words to focus your recipient on what's most important. Short sentences and bullet points make your message easier to read on a computer screen and smartphone.

Answer all questions and be proactive. Avoid wasting time with back-and-forth emails. Answer all the questions someone poses to you, and proactively answer the questions your recipient will likely ask next.

Respond quickly, even if it is only to tell them you will get to it later. Respond within 24 hours. If it will take longer to respond, let the sender know you received his or her email and are working on a response and when, specifically, you will be able to respond or get them what they need.

Number your questions. It should be standard protocol to break out multiple points or questions as numbered items in all email correspondence. If you don't, you risk having that customer, co-worker, or client only respond to the first question that happens to catch their eye. (And now you have to write another email to ask them about it again.)

Use polite greetings and closings. "Please" and "thank you" go a long way to convey a positive tone. Even when you are familiar with someone, you should still use common courtesies.

Do not use all caps. Capitals don't indicate importance or emergency. Capitals indicate shouting.

Don't use special formatting, backgrounds, colored text, non-standard font, or emoticons. Many feel they are distracting and unprofessional.

Be clear in the subject line. Briefly explain the content of your message to prevent people from ignoring your emails.

Never send an email when you're upset. Step away from your computer and consider how to best resolve the issue.

Don't be afraid to pick up the phone. Email is not always the right vehicle. You should never give bad news over email. It's best to address complex information in a face-to-face conversation; nuance is often missed over email.

Use the CC field as an FYI. The Cc field means "this is for your information," and you are not expected to take action. CC your manager when you want him or her to know you took action.

Use the Bcc field for large groups of recipients. Don't advertise people's email addresses.

Only use "reply all" when appropriate. If everyone on the chain doesn't need to see your response, don't fill up their inboxes.

Don't overuse exclamation points. Moderation is key. Overuse leads to a loss of impact.

Avoid ending sentences in ellipses (...). They can be interpreted as apprehensive, frustration, uncertain, or a break in thought that you do not know how to resolve.

A Few Helpful Phrases:

- When sending a request email:
 - “Would you mind...”
 - “When you get a chance, ...”
 - “Would you happen to know if...”
- When sending a reminder email:
 - “Have you had time to...”
 - “Just checking in to see if the _____ I sent you is okay...”
 - “This is just a friendly reminder that I’m waiting for _____. Thanks!”
 - “If you haven’t already, would you please take a moment to look at _____.”

WEEKLY REPORTS

- Each MANNA position (Directors/Assistant Director and Missionary) has a unique weekly report that can be found at: www.mannaworldwide.com/internal
- Reports are due COB every Monday.
- These reports are reviewed weekly by your direct supervisor, and they are used as a tool to keep everyone in the loop and address any needs that you may have.

MISSIONARY APPLICATION TO START A NEW PROJECT

- Found at: www.mannaworldwide.com/internal
- When a missionary or national pastor would like to start a project with MANNA, you will need to download this form and ask them to fill it out and e-mail it to you.
- See “New Projects” section in this manual for more information.

NEW MANNA PROJECT REQUEST FORM

- Found at: www.mannaworldwide.com/internal
- If you are satisfied with the request from a ministry partner to start a project with them, you need to submit their application form along with the New MANNA Project Request Form to your supervisor
- See “New Projects” section in this manual for more information.

TRIP REQUEST FORM

- Found at: www.mannaworldwide.com/internal
- Before organizing a trip, you need to fill this form out to get approval from your supervisor to lead a MANNA trip.
- Trip Numbers will be issued when the supervisor notifies the office of approval.

MONTHLY REPORTING FORMS

FDR

- FDR forms are used any time funds need to be sent out by MANNA, whether by cash, check, or money transfer.
- Found at: www.mannaworldwide.com/internal
- When adding a new project, changing the funding level, or sending additional funds to a project, all FDR's must be submitted before the 25th of each month. Please allow three business days to process all FDRs.
- Limit each FDR to one request. (Ex. If you are changing support from one missionary to another, we would need one FDR to stop the support to one missionary and another FDR to start support to a different missionary.)

FDR, CONTINUED

- When submitting an FDR for payment of an invoice, an invoice must be submitted and approved through your direct supervisor.
- Funds will be disbursed within 3 business days.

UPS REPORT - UNDESIGNATED, NO PREVIOUS GIVING, NO SOLICITOR

- All donations at MANNA are tracked based on three criteria: where the funds are meant to be used, if the donation is a first time gift, and who is responsible for raising the funds.
- If any of the above information is not specified when the donation is given, all known information is listed on the UPS report that is sent out at the end of each month.
- This list must be reviewed by all fundraising team members to fill in any missing information as to maintain accurate accounting.

PERSONAL FINANCIAL REPORT

- Payroll is processed monthly. All support checks and online donations must be in our office by COB on the 25th or they will be processed the following month.
- Each month, all staff who raise personal support need to fill out a Monthly Financial Report and email it to the CFO by COB on the 25th of each month.
- If the 25th falls on the weekend or a holiday, your report will be due on the 24th.
- Receipts should be mailed to the office on the 25th. If they are not received after 30 days, we will not be able to process your payroll for that month. Credit card statements are never allowable as a receipt.
- Found at: www.mannaworldwide.com/internal
- Due date: No later than the 25th of each month and complete the returned statement by 8:00am CT of the next day. If you will be traveling, you can submit your report early.
- **This form will be sent back to each person before the end of the month with a statement attached that outlines all donations from that month. The report then needs to be reviewed and completed by 8:00am CT the next morning.**
 - To complete the report, each donation must be classified and the form signed with your full name and last four digits of your SSN.
- **Reports not returned by the deadline will not be issued checks until the 15th of the following month.** If there are circumstances that would preclude you from completing any of this process, the office of the CFO should be contacted to make arrangements.
- If you would like to draw from a reserve account for salary, you must notify us when you submit your monthly report. We will not automatically pull from a reserve account without a request.
- You can receive your funds via direct deposit, which takes two days, or a check can be mailed to you. Please notify the CFO of your desired method.

CENTER LIST

- By the fifth of each month, a list is sent out to all Directors and Assistant Directors outlining all MANNA projects and their current support status.
- When errors are noticed, e-mails should be sent to the Accounting Manager and CC the President and Vice President.

TYPES OF TRIPS

- **Construction Trip:** These type of trips may vary from building projects to painting to building playgrounds. Most groups that wish to work on the field will supply the materials and funds to complete the project that they have committed to.
- **Vision-Casting Trip:** Typically these trips are reserved for churches or groups that have had little to no exposure in missions and would like to have a high-level trip that helps them understand the overall needs that MANNA is faced with. The trip can include prayer walks through cities, center visits, traveling to many different MANNA locations, etc.
- **Pastors' Trip:** After making contact with multiple pastors that have an interest in learning about MANNA, it is sometimes beneficial to set up a trip for church leadership to visit MANNA sites to carry back the vision of a partnership to their churches.
- **Medical/Dental Trip:** Medical trips require both trained medical staff (Doctors, PA's/ NP's, Nurses, Paramedics, etc.) and typically twice as many support personnel as medical professionals. These trips need to be organized between the missionary, doctor, and MANNA representative to ensure proper planning of medical supplies and equipment will be available for the trip.
- **Nutrition Center Visit:** These visits will often include activities such as bible stories, sports activities, teaching classes (sanitation, soap making, crafts, etc.), community outreach, serving meals, basic center maintenance, face painting, balloon animals, crafts, VBS, etc.
- **Orphanage Visit:** These trips resemble the Nutrition Center visits.
- **Water Drilling Trip:** Most well-drilling trips will involve manual labor to assist in one of three drilling activities: drilling, blowing out the well, or finishing the well. More information regarding these trips can be attained from the Director of Water Operations.
- **Evangelistic Trip:** Assisting the missionary in their ongoing efforts toward church planting and evangelism. Activities include but are not limited to home visits, concerts, and service activities.
- **Additional Trip Options**
 - Education Trip
 - Business/Corporate Trip
 - Disaster Relief Trip

ORGANIZING A MANNA TRIP

You will find below a basic outline of the minimum expectations for MANNA trip planning and execution. Please schedule time with your direct supervisor to walk through all trip details at least six months before the scheduled departure date.

Your first 2-6 mission trips need to be co-led for training purposes and to help ensure that all MANNA staff are leading trips in a similar manner.

Trip leaders expenses are covered by the trip participants' payments. Family members are welcome to travel; however, in order to keep the trip participants' cost as low as possible, family members' costs cannot be built into overall trip costs. If your family member is traveling with you, you may use work funds, raise the funds for their trip separately, or pay for their trip out of pocket.

PRE-TRIP PLANNING AND PREPARATION

When you are approached to lead a mission trip or are scheduling a trip to a project that has a need, the following steps need to be followed in order:

1. **Have a quick conversation** with your direct supervisor and the regional director for the area to make sure that a trip to this particular country is a possibility.
2. **Determine the following:**
 - **Trip location**
 - Your direct supervisor can assist you in understanding the locations that are in the greatest need of mission trips.
 - **Estimated number of participants**
 - The average MANNA trip has between 15 and 25 participants.
 - Most trips should **not consist of less than 10 people** without prior approval.
 - For trips exceeding 20 participants, there may be a need to have more than one MANNA representative leading the trip. **No more than one MANNA representative per 20 trip participants without prior approval** from your direct supervisor.
 - **Identify the missionary** (POC/MIC) that you will be working with in-country.
 - **Outline the purpose of the trip**
 - Consult the list of trip types above.
 - It is imperative to consult our missionary partner to confirm that the purpose of the trip is in support of the missionaries' needs.

3. **Request approval** from the Regional Director to host the trip (via phone or e-mail). This is different from the first conversation. At this point you have done more research and have a more solid plan in place.

4. **Contact the missionary** and ask if the trip works with their schedule.

5. **Price the Trip:**

- The following items need to be considered in order to provide an estimate to trip participants. The best way to estimate the trip expenses is to discuss each of the below items with your direct supervisor and missionary:
 - **Airfare**
 - Contact admin@manna-worldwide.com to get a current list of the most commonly used travel agents for you to contact in order to receive quotes. (Group rates apply to groups of 10 or more).
 - Be aware that less expensive flights are occasionally found by trip participants but are not available to the trip leader who is purchasing many seats on a specific flight. It is best to avoid allowing trip participants to purchase their own airfare!
 - **Lodging**
 - **In-Country Flights and Weight Limits on Baggage**
 - **Food**
 - Most trip leaders do not include food as an expense in the overall trip cost.
 - If the trip you are planning to lead will include food, be careful to use the director's/missionaries' recommendations for food allotment.
 - **Transportation**
 - **Recreational Outing**
 - **Trip Leader Expenses/Miscellaneous**
 - Once the price of the trip is established, the trip leader's expenses should be divided by the number of participants and added to the individual's trip expenses.
 - **3% Credit card Processing fee**
 - In addition to handling processing fees, this expense will help ensure your trip has a margin for error built into the budget.
 - **Trip Application Fee**
 - This is a \$110 non-refundable fee which places a down payment for the trip, pays for trip insurance (\$50), MANNA book (\$25), and registration fee (\$35).
 - All trip participants must individually register for their trip on MANNA's website.
 - As a trip leader, you will receive a copy of their registration via email. These should be printed and put in a trip folder to be used while traveling.

6. **Submit a 'Trip Request Form** at www.manna-worldwide.com/internal

- Do not begin promoting the trip until it has been approved and you have a trip number.

7. Create the trip itinerary.

- Produce a day-by-day itinerary, outlining the basic expectations people can have while traveling with MANNA. (Please find sample of a trip itinerary at www.mannaworldwide.com/internal).

8. Create a trip binder/folder that will house all trip information regarding trip participants. You will need to print the below items to have when traveling:

- Application from each participant.
- Copies of each participant's travel insurance card.
- Itinerary
- Passport declaration page (color copies) from each participant.
- Contact information for the missionary, hotel, host church, US embassy, etc.

9. Send a welcome e-mail to all trip participants. Include the following items.

- Itinerary
 - Instruct participants to print a copy of the itinerary to bring with them on the trip.
- Address of Hotel/Accommodations to be used on Customs forms.
- Local phone numbers.
- Instructions on how to apply for the trip on MANNA's website.
- **Trip Number.**
 - Make sure to use the trip number and trip participant's name on all correspondence and checks sent to the MANNA office.
- Date of pre-trip meeting
 - If you will not be meeting in person, it is still advisable to have regular conference calls leading up to the trip.
- Date of post-trip debrief meeting
- Immunization information
 - Refer to the CDC. This website is often overly cautious.
 - Check with your doctor.
- Expected weather when traveling
- Appropriate attire and other packing tips
 - Check with your missionary POC
- Trip Insurance
 - Explain basic coverage.
- Passport Information
 - **The expiration date on the passport cannot be less than six months after the trip, and there must be at least six blank pages for visa stamps.**

10. Cash Advance

- Submit an e-mail to the office of the CFO three weeks before traveling to receive cash for your trip.
- You will receive a check that you can cash at Chase bank or your personal bank.
- Be sure to complete this task two weeks before traveling to make sure there are no delays with the banking system.

11. Pre-Trip Meeting

- This meeting needs to be lead in person or via conference call.
- The topics to discuss are:
 - Brief explanation of the itinerary and any changes that have been made.
 - The need for flexibility and patience when traveling with a group and in the developing world. The trip itinerary will change often!
 - Travel logistics
 - Expectations: It is important to share with participants that there is a master plan being carried out in the country by MANNA and our partner missionary. The traveler is a vital piece of this puzzle. Explain the history of the work being accomplished and what your hope is for each traveler to contribute to the trip.
 - Explain accommodations/food/language barriers
 - Recommend that each person talks to their doctor about medicines that may be needed while traveling (ex. Cipro, Anti-diarrheal, sleep aid, etc.)
 - Internet/phone access - It is best to explain to family and friends that very little, if any, phone and internet access will be available. By setting this expectation, it is a welcome surprise when they are able to call home.
 - Fundraising Ideas
 - MANNA has several options for helping participants raise funds to travel.
 - See “Fundraising Tools”
 - Expectations for food.
 - Passport Information: **The expiration date on the passport cannot be less than six months after the trip, and there must be at least six blank pages for visa stamps.**

MISSION TRIP CHECKLIST

SIX MONTHS OUT

- Compile Trip Binder

THREE WEEKS OUT:

- Have all MANNA Shoes been paid for and delivered to the participants that are taking them into the country?
- Print a notarized letter on MANNA letter head explaining that all MANNA shoes or other materials you are bringing to the field are to be donated and not for re-sale. (See sample: www.mannaworldwide.com/internal)
- Make sure you have enough copies of the MANNA book, Mango Tree Coffee business cards, and tri-fold brochure to distribute to participants on the last night of the trip.
- Confirm that all trip funds have been received by the office of the CFO.
- Order petty cash from the office of the CFO.

TWO WEEKS OUT

- Send the full names of every trip participant along with their date of birth to t.blake@mannaworldwide.com and admin@mannaworldwide.com to purchase trip insurance. (Note: If a church or individual gets their own travel policy we must have a copy of the policy at the Fort Worth office before the trip departs.)
- Deposit check to get cash for your trip.
- Let the US Embassy know who is on the trip.

ONE WEEK OUT

- Add each person's trip insurance card to the trip binder.
- Send out a trip participant list to missionary and all MANNA staff on the trip.

FINANCIAL ACCOUNTABILITY

All trip related expenses must be accounted for within 30 days of the completion of the trip.

All receipts for expenses incurred relating to the trip must be mailed to or handed in at the office along with a Cash/Credit financial report and any additional cash.

- **Credit/Cash Financial Report**

- While traveling you will receive a large number of receipts.
- As you receive a receipt, label it with a number, US currency equivalent, and designation (cash/credit card).
- Each evening, enter this information into the appropriate form, which you can download at www.mannaworldwide.com/internal.

- **Cash**

- At the end of the trip, convert all foreign currency back into US dollars.
- The best way to do this is with the missionary who will give you a better rate than a bank or kiosk at the airport.
- After arriving home, submit the cash along with your financial reporting forms.

- **Receipts**

- Neatly organize receipts into two stacks (cash & credit card).
- Submit these to the office with your financial reporting forms.

IN-COUNTRY MEETINGS

- **Day One Meeting** - At the end of your first full day on the field, you need to have an evening meeting that covers the following topics.
 - Agenda
 - Contact Information - Advise trip participants that they should be reticent to hand out email addresses and social media contact information when traveling. Many people they meet will simply be looking to connect with a new friend, but there have been many instances in the past where these connections have led to harassing situations. It is best to communicate through the missionary unless advised otherwise.
 - Don't share names and stories of orphans on social media.
 - Handing out money - Participants will be confronted with many needs when traveling. When God lays these needs on their hearts, it is best to make donations through the trip leader and missionary. There are many considerations and dynamics at play when working in a community development project, and the missionary is best equipped to guide in how to contribute based on a long history working in the area.
 - Social Networking/Email - While traveling, it can be a good opportunity to connect with God and others. Be aware of the amount of time you spend emailing home and engaging in social media. Use the trip to work on being present to your surroundings.
 - Time for sharing - Ask participants what they have been aware of, or experienced so far.
 - Ask yourself each day, "What work is God inviting me to be a part of in this situation?"
- **Final Day Meeting** - This meeting should happen the evening before your last day.
 - Debriefing time
 - What impacted you the most?
 - How will you be different as a result of this experience?
 - How to "take this trip home"
 - Continue asking the question, "What work is God inviting me to be a part of in this situation?"
 - Sign-up, even today, to sponsor a child with MANNA. It is easy to be burdened in this way and then to get home and move right back in to your busy life and forget what you have experienced.
 - MANNA Champion - On each trip, we look for at least one person that has so much passion for the work that they have seen God doing and wants to be the main voice in helping others not forget their experience. If you are interested, talk with me after the meeting.
 - MANNA Book/Mango Tree Coffee
 - Give the MANNA book as a gift and include a Mango Tree Coffee card.

POST TRAVEL

1. Complete your financial report and turn into the office of the CFO within two weeks.
Expensify: Many have found that using the app Expensify helpful in tracking receipts as you go while traveling. To use:
 - Go to <https://www.expensify.com> and register for an account. You can then go to the App Store and download it on your phone and tablets.
 - Click on the link at the top that says Reports. For each trip, you are going to create two New Reports. To make it easier, use the following naming convention to separate cash expenses and credit card expenses.
 1. [Trip #] – Country – Cash
 2. [Trip #] – Country – Credit Card
 - Each time you make a purchase, open the app on your phone, and click on the very far bottom left corner that takes you to expenses. Click the + sign at the top right, then click Expense in the dropdown menu. From here, enter Merchant Name, the total amount of the receipt, pick the currency, enter the date, any comments, apply it to the appropriate category (meals, lodging, etc.), pick the report you want it posted to (i.e. the Cash report or Credit Card report), and take a photo of the receipt. Quick Note: it will always have Reimbursable turned on. You will have to manually turn it off on each and every receipt you enter since these expenses are not reimbursable to you personally.
 - Once your trip is complete, login to Expensify online and click on the Reports link at the top. From here, pick which report you want to close out and submit. Once you click Submit, you will be able to email it to the office. Make sure you check “Attach PDF” and “Send me a copy”. If the file is too large to email, you can click on the Download PDF icon to the right of the Report that you have opened. It will download the report in a PDF format to your hard drive. You can then use Dropbox, iCloud, or another method to send a link to the office that they can use to download the file.
2. Email and call the pastoral team from the church you were with and set up a follow-up visit to their church.
 - Possible interaction:

“I just wanted to call and thank you for serving alongside us. It always amazes me how God puts people together to accomplish his purposes! Would you guys be interested in setting up a time for me to come back and share with the rest of the church and possibly give them the opportunity to get involved with sponsoring kids?”

3. Final participant email
 - Send out a thank you note to all the travelers, along with links to the MANNA and Mango Tree websites.

ADDITIONAL MISSION TRIP CONSIDERATIONS

- Collect all passports upon arrival to keep them in a safe place. Many times hotels will require this in order to stay on their premises. This is why each traveler should always have a color copy of their passport declaration page with them at all times.
- Missionary relationship: It is vital to remember that MANNA's missionary partners are the experts on the field. When traveling, it is important to take their lead when organizing activities and utilize them as a subject matter expert.
- Dealing with problem trip participants: If there are any issues with a trip participant, it is best to first address these issues in a friendly manner directly with the participant. If this does not remedy the situation, approach the church leadership that you are traveling with and ask them to handle the situation.
- Calamity on the Field (Coup, Natural Disaster): Always remember to use the missionary as a resource to advise the best course of action. Call the US embassy and your direct supervisor as soon as possible.
- Kidnapping - MANNA does not negotiate in kidnapping situations.
- If you extend your trip for a few days to enjoy the sights of the area, you are personally responsible (rather than work funds) for your hotel, food, and entertainment expenses.

MISSION TRIP FAQ

As a representative of MANNA, how should I dress?

It is important to remember that as you travel, you are representing a professional ministry; and as a result, are representing the entire team at MANNA. In most countries, adult men and woman do not wear shorts and t-shirts in public. As a way to respect cultures and reinforce your role as a leader, it is advisable to wear long pants and collared shirts when traveling. When in doubt, consult with the missionary.

Can children travel on a MANNA mission trip?

Children under the age of 18 may travel on a trip as long as they are accompanied by a parent. In the instances where a parent is not able to travel, a notarized power of attorney and guardianship must be printed and taken on the trip and there must be designated custodian/guardian for the child that is not a MANNA employee. A copy also needs to be sent electronically to the trip leader.

What happens if I am in a remote area that does not have receipts?

In most parts of the world, despite what you may think from the outside looking in, a merchant will produce a receipt if asked. In the off-chance that a receipt can not be produced, you can submit a piece of paper with all the pertinent information and an explanation of why a receipt is missing.

If the missionary has paid for items ahead of your arrival, please request a receipt from them.

Is it appropriate to leave a gift for the host missionary?

Yes, the best way to do this is to talk with the group the day before the end of the trip and ask if they would like to contribute to leaving a gift.

How do I handle excess cash at the end of a trip?

You should drop the cash off at the Fort Worth office along with your financial reports and receipts. Please do not send cash through the mail. If you need to mail the cash, you will need to deposit the cash into your bank and write a check for the amount that needs to be returned or purchase a money order. Please mark on the document that you are returning petty cash the trip number.

What happens to additional funds that were made as a result of the trip?

Each trip should be in the “black” after the final accounting. Funds that are remaining at the end of the trip are used for MANNA to “self-insure” the organization for unforeseen travel expenses. For example: if a trip leader accidentally damages a missionary’s vehicle, then there is funding to help cover expenses. These funds can also be used for emergency travel.

Can trip funds be used for any other needs that are identified on the trip?

Contact your direct supervisor before traveling to determine the amount of discretionary funds that can be used if a need arises. It is always best to initially involve trip participants in these discussions and give them the opportunity to take ownership and be used by God in these unexpected situations.

Can trip participants provide their own insurance?

It is not advisable to have trip participants purchase their own insurance. If this is something that an individual or church insists on, they need to provide the trip leader with a copy of the policy and proof of insurance before the travel date.

Can trip participants book their own travel?

Only in rare situations should a trip participant book their own flight. If they do make their own reservations, their arrival and departure times need to be the same as the rest of the group.

Explain to the participant that in addition to finding the best prices, MANNA needs to block all the seats for a flight so that we can assure the proper departure and arrival times. We have also found that if individuals purchase flights separately, the rate will change for each participant depending on how many seats have already been booked by other team members.

STARTING A MANNA PROJECT

There are three primary ways a MANNA project starts:

1. A missionary requests funding from MANNA
2. A MANNA Director/Assistant Director identifies a need while traveling
3. A trip participant/pastor suggests starting a project.

No matter how the idea for a project begins, it is vital that no commitments be made (even if funding is offered) until a conversation can be had with your direct supervisor. It can be helpful to explain that MANNA does not take starting new centers lightly. We are not committing for the next year, five years, or even ten years. Our goal is to end the cycle of poverty which is a long-term, perpetual commitment.

STEPS FOR STARTING PROJECTS

Forms found at www.mannaworldwide.com/internal

1. Have the missionary partner submit an application and a list of potential partners that would consider funding the project.
2. Discuss the possibility of starting the project with your direct supervisor.
3. Upon receiving approval to pursue starting a new project, communicate your intention with the missionary partner.
 - Project scope
 - MANNA's commitment
 - **In person or over video conferencing, go over the Memorandum of Understanding between MANNA and the missionary partner.**
 - The form can be found at www.mannaworldwide.com/internal
 - This needs to be signed and kept on file in the Fort Worth office.
 - **This process is vitally important as it will set up a solid and mutually respectful relationship.**
4. **Determine the proper budget.**
 - **All budgets must have an additional 10% built in** or the project is not budgeted properly.
 - There is no need to break this budget down for donors since MANNA is very transparent about having a 10% overhead.
5. Secure the funding for the project through new donations.
6. Submit a New Project Request Form.
7. Inform the missionary that everything is in place to begin the project.
8. After receiving a center number, submit an FDR to begin funding.

COMMONLY ASKED QUESTIONS

Answers to these commonly asked questions should be used to create your presentation for churches, business luncheons, and donor meetings.

- **How does MANNA work?**

MANNA operates 160 projects in 41 countries around the world. Most of our projects are nutrition centers that feed children in extremely poor areas. All of these projects are started with missionaries as new church plants or as a means to strengthen their connections in local communities. We also have more than 15 orphanages, multiple schools, and water well drilling projects. One of the key reasons that I joined MANNA is that our overhead is 10% or less each year, so when people donate, their money goes directly to the works.

- **What does a nutrition center look like?**

MANNA's nutrition centers are housed in churches and have kitchens attached to them. The average center has 20-50 children that are fed every day. In communities that have public school, the children will walk to the center during lunch, then return to school.

- **Do you just feed the kids for a while?**

Once MANNA has taken on a project, it does not have a scheduled end date. The hope is that we feed and mentor children until they are able to provide for themselves as young adults.

- **How much does it cost to start a center?**

The average start-up cost for a center is \$500 per month. This is done through a single donor or through combining multiple donations and churches.

- **How does MANNA handle financial responsibility with the projects?**

Each month all MANNA projects submit financial reports outlining exactly how funding was spent. In addition to this monthly check, our directors make site visits to review finances and services.

- **Where does the food come from?**

MANNA believes that it is best to purchase food from local markets. This approach helps support local economies and maintains the diet that children would naturally eat living in their area.

RECOMMENDED READING

- *Viewpoints* by Steve Shadrach
- *Funding Your Ministry* by Scott Morton
- *How To Win Friends And Influence People* by Dale Carnegie
- *Leadership and Self-Deception* by The Arbinger Institute
- *When Helping Hurts* by Steve Corbett and Brian Fikkert
- *The Hole in our Gospel* by Richard Stearns