

**DISCUSSION POINTS**  
**PREPARATION OF MEMORANDUM OF UNDERSTANDING**  
**FOR BASE LEADERS**

1. To protect the name/logo of YWAM legally, and differentiate legal status among bases, it is important to have a document where permission is formally granted. YWAM has always had this understanding informally, but this document formalizes that.
2. Such a document also clearly defines what is expected of bases/YWAM ministries.
3. The courts have said that if you don't respect your boundaries, neither will we. Similarly, if YWAM doesn't define its boundaries/operations clearly, the courts may do so.
4. Scriptures regarding establishing one's boundaries.
5. YWAM is a family of ministries. The actions of one affect all.

**YOUTH WITH A MISSION**  
**MEMORANDUM OF UNDERSTANDING**  
*(To be signed every 5 years and also upon change of a base leader)*

*We understand and agree that:*

Youth With A Mission (YWAM) was created and still exists to spread the good news of Jesus Christ. Since its founding in 1960, YWAM has multiplied around the world in many nations as a family of ministries who share:

- a mandate to “know God and make Him known,”
- a threefold emphasis of evangelism, training and mercy ministries,
- foundational values based on the Scriptures, including a lifestyle dedicated to God and staff raising their own financial support (Attachment 1), and
- common training, beginning with YWAM’s Discipleship Training School.

Since its beginning, YWAM has been committed to empowering and releasing people for ministry. In doing so, YWAM has remained broad-structured and decentralized, functioning primarily through relationship. A network of more seasoned YWAM leaders -- from local levels up to the Global Leadership Team (GLT) -- train, mentor, and care for leaders in their geographical area. Attachment 2 describes the YWAM structure and leadership at various levels.

While YWAM staff look to their YWAM leadership for vision, values, encouragement and personal accountability, each YWAM base (or in some cases a group of bases), ministry or network operates as its own legal corporation/entity (referred to hereafter in this document as “entity”). That legal entity carries complete legal responsibility for that YWAM entity, and only that entity.

The right to use the words “Youth With A Mission” and “YWAM” and YWAM’s logos to identify an entity is granted to those entities that enter into a copy of this Agreement. Such identifying words and logos may continue to be used so long as this Agreement is in effect. The entity agrees to cease using the identifying words “YWAM” and “Youth With A Mission” and logos when instructed to discontinue using any of such words and logos by the GLT, or its designee. Reasons for such instruction from the GLT or its designee would include persistent violation of YWAM’s foundational values, a lack of cooperation with YWAM supervisory leadership, and refusal to be transparent in financial and operational dealings.

In order for an entity to use the name or logo of Youth With A Mission (YWAM), no fees are required, but certain basics must be in place. The minimum requirements that should be in place in order to be allowed to use the name “Youth With A Mission” and “YWAM” and YWAM’s logos are:

1. The entity is representing YWAM in a way that is consistent with the bullet point items listed above (including the values in Attachment 1), and generally operates in fellowship with YWAM internationally.
2. The leader of the entity is appointed by the appropriate YWAM leadership for that geographical area.
3. The entity's leadership operates with integrity: spiritually, morally, legally and financially. YWAM leadership, up to the GLT, may from time to time establish criteria to determine whether an entity is operating with integrity in each of these four spheres. The entity understands that it is of prime importance to use monies contributed to a YWAM entity for the goals of YWAM, in accord with YWAM's values. Each entity shall also use best efforts to obtain liability insurance appropriate for the nation where the entity is located.
4. The entity shall have full responsibility for the proper oversight of the entity's activities. The entity shall provide to the GLT or its designee access to its financial records and other documents describing its operations, activities, board of directors or other governing body, and leadership council.
5. If an entity has a board of directors in addition to a local leadership council, a representative from YWAM leadership at least one level above that base shall serve on that board of directors. In addition, if any non-YWAM staff members serve on that board of directors, they shall either be (i) elected by membership consisting entirely of YWAM staff leadership for that base, or (ii) elected by the board on which they serve, but such non-YWAM members shall comprise no more than one-third of the total board of directors. A recommended, though not required, board structure is one-third local YWAM staff, one-third YWAM staff from other bases (including the regional YWAM representative), and one-third non-YWAM staff who are mature Christians who share the values and vision of YWAM, and bring helpful skills such as legal and financial expertise. A variance to the points in this item #4 is automatically granted if the law for the nation/state/territory in which the entity is located requires a different composition for a board of directors.
6. All of the assets of the entity shall be held in a legal entity that is subject to the terms of this Agreement.
7. If there is any disagreement with a representative of the YWAM leadership team, the entity shall follow the appeals process established by the GLT, which may change from time to time.
8. Should the entity choose to dissolve its affiliation with YWAM, all assets shall go to another YWAM base or another entity approved by the GLT or its designee. Upon such dissolution of affiliation, the entity shall immediately cease and

discontinue using the words “YWAM” and “Youth With A Mission” and YWAM’s logos to identify itself and any of its programs or activities.  
*We understand the above and agree:*

**FOR THE ENTITY (LOCAL BASE, MINISTRY OR NETWORK):**

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Local Base, Ministry or Network Name

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Address

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Local Unit Director Email Phone

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Local Unit Director Signature Name (printed) Date

*If a Board of Directors exists (to be signed upon affirmation by the Board):*

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Board of Directors Chairperson Signature Name (printed) Date

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Board Chairperson Email Phone

**FOR YWAM SUPERVISORY LEADERSHIP:**

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Leader Signature Name (printed) Region Date

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Leader Email Phone

## ATTACHMENT 1

### **FOUNDATIONAL VALUES\* YOUTH WITH A MISSION**

The Foundational Values of Youth With A Mission are the expression of our basic beliefs coupled with specific directives given by God since YWAM's beginning in 1960. They are recorded here in order to pass on to successive generations that which God has emphasized to us. These shared beliefs and values are the guiding principles for both the past and future growth of our mission. Some are common to all Christians everywhere; others are distinctive to Youth With A Mission. The combination of these beliefs and values make up the unique family characteristics of YWAM—our "DNA." They are values we hold in high regard which determine who we are, how we live and how we make decisions.

#### **1. KNOW GOD**

YWAM is committed to know God, His nature, His character and His ways. We seek to reflect who He is in every aspect of our lives and ministry. The automatic overflow of knowing and enjoying fellowship with God is a desire to share Him with others.

#### **2. MAKE GOD KNOWN**

YWAM is called to make God known throughout the whole world, and into every arena of society through evangelism, training and mercy ministries. We believe that salvation of souls should result in transformation of societies, thus obeying Jesus' command to make disciples of all nations.

#### **3. HEAR GOD'S VOICE**

YWAM is committed to creating with God through listening to Him, praying His prayers and obeying His commands in matters great and small. We are dependent upon hearing His voice as individuals, together in team contexts and in larger corporate gatherings. This is an integral part of our process for decision making.

#### **4. PRACTICE WORSHIP AND INTERCESSORY PRAYER**

YWAM is dedicated to worship Jesus and engage in intercessory prayer as integral aspects of daily life. We also recognize the intent of Satan to destroy the work of God and we call upon God's power and the Holy Spirit to overcome his strategies in the lives of individuals and in the affairs of nations.

#### **5. BE VISIONARY**

YWAM is called to be visionary, continually receiving, nurturing and releasing fresh vision from God. We support the pioneering of new ministries and methods, always willing to be radical in order to be relevant to every generation, people group, and sphere of society. We believe that the apostolic call of YWAM requires the integration of spiritual eldership, freedom in the Spirit and relationship, centered on the Word of God.

## **6. CHAMPION YOUNG PEOPLE**

YWAM is called to champion youth. We believe God has gifted and called young people to spearhead vision and ministry. We are committed to value them, trust them, train them, support them, make space for them and release them. They are not only the Church of the future; they are the Church of today. We commit to follow where they lead, in the will of God.

## **7. BE BROAD-STRUCTURED AND DECENTRALIZED**

YWAM is broad-structured and diverse, yet integrated. We are a global family of ministries held together by shared purpose, vision, values and relationship. We believe that structures should serve the people and the purposes of God. Every ministry at every level has the privilege and responsibility of accountability to a circle of elders, with overall international accountability to the YWAM Global Leadership Team. [See note below.]

## **8. BE INTERNATIONAL AND INTERDENOMINATIONAL**

YWAM is international and interdenominational in its global scope as well as its local constituency. We believe that ethnic, linguistic and denominational diversity, along with redeemed aspects of culture, are positive factors that contribute to the health and growth of the mission.

## **9. HAVE A BIBLICAL WORLDVIEW**

YWAM is called to a Biblical worldview. We believe that the Bible makes a clear division between good and evil; right and wrong. The practical dimensions of life are no less spiritual than the ministry expressions. Everything done in obedience to God is spiritual. We seek to honor God with all that we do, equipping and mobilizing men and women of God to take roles of service and influence in every arena of society.

## **10. FUNCTION IN TEAMS**

YWAM is called to function in teams in all aspects of ministry and leadership. We believe that a combination of complementary gifts, callings, perspectives, ministries and generations working together in unity at all levels of our mission provides wisdom and safety. Seeking God's will and making decisions in a team context allows accountability and contributes to greater relationship, motivation, responsibility and ownership of the vision.

## **11. EXHIBIT SERVANT LEADERSHIP**

YWAM is called to servant leadership as a lifestyle, rather than a leadership hierarchy. A servant leader is one who honors the gifts and callings of those under his/her care and guards their rights and privileges. Just as Jesus served His disciples, we stress the importance of those with leadership responsibilities serving those whom they lead.

## **12. DO FIRST, THEN TEACH**

YWAM is committed to doing first, then teaching. We believe that firsthand experience gives authority to our words. Godly character and a call from God are more important than an individual's gifts, abilities and expertise.

### **13. BE RELATIONSHIP-ORIENTED**

YWAM is dedicated to being relationship-oriented in our living and working together. We desire to be united through lives of holiness, mutual support, transparency, humility, and open communication, rather than a dependence on structures or rules.

### **14. VALUE THE INDIVIDUAL**

YWAM is called to value each individual. We believe in equal opportunity and justice for all. Created in the image of God, people of all nationalities, ages and functions have distinctive contributions and callings. We are committed to honoring God-given leadership and ministry gifts in both men and women.

### **15. VALUE FAMILIES**

YWAM affirms the importance of families serving God together in missions, not just the father and/or mother. We encourage the development of strong and healthy family units, with each member sharing the call to missions and contributing their gifts in unique and complementary ways.

### **16. RELY ON RELATIONSHIP-BASED SUPPORT**

YWAM is called to a relationship-based support system, depending upon God and His people for financial provision, both corporately and individually. We believe that relationship-based support promotes responsibility, accountability, communication, and mutual prayer. It involves the donor as a partner in ministry. As God and others have been generous toward us, so we desire to be generous. YWAMers give themselves, their time and talents to God through the mission with no expectation of remuneration.

### **17. PRACTICE HOSPITALITY**

YWAM affirms the ministry of hospitality as an expression of God's character and the value of people. We believe it is important to open our hearts, homes and campuses to serve and honor one another, our guests and the poor and needy, not as acts of social protocol, but as expressions of generosity.

\*Downloaded from [www.ywam.org](http://www.ywam.org) (3-16-05).

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**Note, Value #7:** YWAM staff looks to its YWAM leadership at higher levels for ministry vision, values, and encouragement; in contrast, YWAM staff is accountable solely to its local leadership team, or a Board of Directors where required by law, for the legal, financial, and organizational aspects of a local YWAM base/corporation. YWAM internationally does not have fiscal or legal responsibility or authority over that entity/corporation, except for permission to use the name of Youth With A Mission.

## ATTACHMENT 2

### **YWAM STRUCTURE & LEADERSHIP**

At present the YWAM structure is generally composed of:

1. YWAM local bases and local units of YWAM global networks and of YWAM global ministries.
2. Area leadership teams.
3. Field leadership teams.
4. Global Leadership Team.

YWAM's Global Leadership Team (GLT) serves the mission by giving spiritual oversight (Exodus 18). This includes:\*

1. Priestly intercession & ensuring pastoral care.
2. Promoting the teaching of God's Word & the knowledge of His nature, character, personality & ways.
3. Remembering, promoting and modeling our foundational values; discerning and applying the present word of the Lord.
4. Defining the vision, affirming the goals and communicating the principles and processes of the mission.
5. Recognizing and commissioning primary leaders.
6. Guarding unity, promoting loving relationships and gatherings, pursuing justice and reconciliation.

*\*Downloaded 3/16/05 from [www.ywam.org](http://www.ywam.org).*

Area and Field YWAM leadership also provide pastoral care for YWAM staff, and pass along the focus and values fostered by the Global Leadership Team.