

**FRIDAY, AUGUST 15**

**Session: Partnership case studies/discussion**

Lamar Keener - EPA

Ingredients for a great partnership:

- Shared mission and values – both orgs align on core purpose, vision and ethics
- Mutual benefit and respect
- Creates value for both sides,
- Open and honest communication – trust
- Clear roles and responsibilities – avoid duplication and confusion
- Commitment to long term success
- Managed and minimal risk

EPA uses partnerships to add value for members.

EPA and MTI were the first partnership for EPA. MTI had valuable resources and training that they offered. It benefited both of us.

EPA offered MTI – monetary sponsorship of bimonthly webinars. And semi-annual course. Access to EPA people as trainers. Marketing of training resources to EPA members.

What did MTI offer EPA – training access and online resources. Also referrals for inviting international publishers to EPA conventions. Foundation introductions.

EPA has other business partnerships.

Digital Media Conference – started during covid – reached out to a dozen media orgs, including MTI. Partners who promoted the conference could get the member rate – it doubled the attendance the last 5 years.

Partnership might fail if the business doesn't get enough traction with members. Not all partnerships succeed.

**Angela Brandle– Oasis media center – Zaire –**

Synergie is a partner with others. It was set up to give access to books at an affordable price, francophone Africa. We looked for partners because we needed a wide range of funders and experience. A retired businessman came to Synergie because of our printing and book capability – he also had some common roots in the Congo. Other partners – Africa inter-Mennonite mission (lots of networks to promote POD), Africa Enterprise – local director offered premises for the center (print shop and bookstore), a Congolese

businessman invested money in the venture. Tyndale Foundation helped with startup grant. A huge partner is Publish for Africa – their expertise in getting the right equipment and logistics, training, trained 7 people – one on staff and others as needed.

Each partner brought variety of skills – business skills, networks, Synergie - fiscal sponsor (signatory of papers and contracts) - and also French language links, Angela as hinge person. Premises, local leadership, promotion. Also finding members of a Congolese board – lawyer and businessperson. Totally led by Congolese. Partners from outside enable them to get to this point.

Publish for Africa – equipment and training. Within 10 months exceeded goal. Incremental continued growth. Churches, colleges, local business. Printing for bookstore, and also bookstore is selling the Africa Study Bible. Have printed hundreds of books for partners for training ministries – lots of local conferences. Used to be shipped from Europe or Canada. Now printed in Africa.

Have also said that we will never knowingly undercut the price of local bookstores. Where are the bookstores and publishers in French speaking Africa? Not too many.

Excited about the work Greg Burgess is doing with young writers. Expanding youth population. When we are buying the books, we are buying them from a Congolese business.

Always evaluating the balance. Explore getting books across borders to other countries, not always easy.

Surprises: it was very slow to get going. Getting the board together, covid, ship stuck in Suez canal. We were frustrated, but with hindsight, it turned out to be God's time. The Congolese govt had some changes during that time that made it easier for startup business. Also a great board. A learning curve for staff – pricing, reporting, royalties. (different expectations of royalties from European). Challenges with getting true color on printing. (paper, ink, humidity). Sunday school curriculum – very bold colors – not coming out as wanted.

Huge advantage – the wisdom of having several wise partners skilled with different areas of expertise coming all together. Business, promotion, printing, networks.

Wisdom.

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**Colin Macpherson– Langham Partnership**

Case study – Langham partnership – that is our purpose for existing – we aspire to see that wherever the Bible is available in a language, there is an evangelical publisher in that language ready for Bibles and materials.

I've chosen a North/South example.

Brazil – run by an Angolan brother – Thomas Camba. Started in 2020, during covid.

We have to partner with those on the ground in the heart language.

How do we decide? We don't go out and ask who wants to partner. We wait until we meet extraordinary individuals who are called by God, and discern that they are serious. On this occasion – Mundo Cristão– Sao Paolo – we know this guy – wants to be a publisher for lusophone population.

Three way partnership - Mundo Cristão – Langham, Thomas Camba (Editoria Quitanda)

Langham some startup capital – go out and find funding partners. Saves the indigenous partner from doing that. Helps the local partner not get into funding issues.

Relationship for a 5-10-15 years period – for the long haul.

Thomas Camba – energy, vision, manpower, it's his ministry, Brazilian and Angolan brothers and sisters.

Mundo Cristão – willingness to help, knowledge of markets.

It's gone very well. Step by step. Nothing ever works out as originally planned. He wanted self-sufficiency by year 3. Now we are 5 years in and last quarter broke even. Great market recognition. President of Angola has asked them to produce a children's curriculum.

No guarantee of money – jointly – plan together. Based on trust. It's their ministry. They understand the market that they want to serve.

60 titles by Portuguese writers, not much by translation – including African authors.

Planning to be fully established in Angola 2026. Partnershing w Logos Bible software for pastor resource.

Over many years of partnerships – the best where there is a strong sense of calling. I'm going to do it with or without your help. Whether there is editorial vision and independence. Not just a service provider for other people's lists. Best non-denominational. Best not-seminary based (seminary publishing can be sporadic, based on funding). Those committed to commercial model even when profitability is not realistic. The commercial model as a vehicle to deliver the ministry – gives market focus, planning, discipline. It works best when organic from a group of indigenous people.

We can all give something in relationship like this. Internships.

No one is too small or too frail to help someone else.

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### **Lena Pira – Africanbooks.com**

God calls the unqualified. I'm not a computer person. Laughed when God told me I'd have a tech platform. My partnership needed to be in the area of tech. I send out requests for estimates. Huge range (20k-800k). Pray = God if this is your vision, lead me in the right direction. Had vision and sketches. Needed a partner.

Keep it within Africa. Asked around – church, friends, people would give me links, etc. after talking to many people, came highly recommended. When I would talk to them, a long-term, growing thing. Benefits for each of us. Even many like-minded Christians tried to take the idea and run with it themselves. Did need NDAs because people tried to steal the idea and advertise it.

One partner seemed trustworthy. Had a team of 5, offered all of it – the benefit was he had his team. We would meet weekly. Track progress. He also had a benefit – he could get authors business for personal websites from my connections.

The first 2-4 months, impressed. Traffic starting going up. Then traffic increased so much. They didn't have expertise in coding as well, but the system wasn't expandable. They didn't expect it to grow, it was static. The platform wasn't working when it got to 40k users. It took too long to fix mistakes. His team was too entry level to expand with us.

Changing over a coder became quite a challenge. The front end stayed similar. Entire back end had to be redone.

Found a young man – who could do it.

Site went down for over a month. "we're just making a few improvements." – I had been recognized for an award when the site was down.

Young man rebuild the entire backend. Took about a year to re-write it. Even if you sent him a message – he answered. I ask about a feature – he might be slower but will still do it.

Shared vision, understanding scope, committed for the long term.

If affected us – some of the features are not rolled out yet. "coming soon" – Lord it's up to you – I learned that like-mindedness is something. People who say they are Christian – make sure they are likeminded in Christian values.

Not there yet, but an upward path and journey.

The old developer wasn't bad – he got us world-wide users. 190 countries. 138k visitors. 40k reader accounts, 500 author accounts, 100 publisher accounts.

Even with the negative experience, I couldn't do it on my own.

Grateful for the start, but excited for the future.

I draw a sketch and he codes it. I test everything. We are growing quickly, need more tech development and partnership. God is the CEO, CTO. OK God – you are CTO – please sort this out. Learning.

Development from within Africa. Not always running to western world to do it. All of it is connection with African content – might be diaspora author, or who have some affinity with Africa. We also want it to be an evangelistic platform. If you have millions of books – as many Christian books as possible, but non-Christian books will pull in other readers and they might stumble onto other content. Sometimes we put Christian fiction in just a fiction category.

Books from 20 different countries, different languages. Local African language books.

Do whatever it takes to have the biggest platform. Want it to be a living hub of content. Not just because of the amazon issue with payment. We want a living library – books for 100 years.

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### **Keila Ochoa Harris**

– Letra Viva and MAI partnership. Beirut - train the trainers workshop. MAI facilitated the training and most of the trainers were part of the Letra Viva network. Then people were able to start training in their own countries. Pub houses.

Littworld Brazil – training event in conjunction. MAI training.

Nate Butler – trained network, comics, illustrations for kids.

Since then the strongest one has been through the webinars after covid.

MAI, Letra Viva 2021 – online university asked for our help for people who wanted to write. COVID – from that – we had more online training. From many countries. That was a seedbed for new authors, young people. Very healthy partnership.

Boundaries. MAI training, Letra Viva provides structure and contacts in the countries.

The next step is to have our own platforms for training.

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**Matthew Elliott (Oasis International) – Greg Burgess (Editions Clè)**– I am so thankful for our partnership – looking for African Study Bible partnership. We have 30 writers who were French, Greg owns the French. We ended up with 33 % of the Bble in French. (goal was 30%), exceeded our expectations. Every step of the way it was his project as well as Oasis.

Greg – Jim Mason, wrote and told me - you need to go see Matthew – that’s how it happened. **Introductions and networking matters.** (Tim’s predecessor at SIM). Also he started the African Bible Commentary. Took it to Zondervan.

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**Partnership Article – Shared by Greg for Heather Pubols.**

<https://missio-emq.s3.amazonaws.com/EMQ-Volume-56-Issue-1.pdf> (article starts on page 4)

**Better Together: Finding Your Place in Today’s Interconnected Reality**

**By Eldon Porter and Heather Pubols**

*Perhaps the greatest challenge for the global church today is to know how to best work in unity. Though imperfect, networks seem to be the tool God is using to increase effective Church ministry worldwide. Networks are nodes that connect the global church and encourage the development of diverse perspectives on critical issues. Understanding where you fit in this highly interconnected reality is essential.*

Great to have it in our world of publishing, news, journalism. Also need to be interconnected in other parts of Christian world.

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**Heather Pubols - Media Associates International (MAI)**

**Thoughts on Collaboration – shared by Greg Burgess**

Summary of thoughts for those who attended the Global Christian Publishing Symposium

Collaboration must cross boundaries—between domains, nations, and cultures—and be paired with intentional awareness-raising if Christian publishing is to thrive and serve every culture in the body of Christ

## 1. Collaboration

Collaboration should not be seen as an extra or even a "good thing to do." It needs to be recognized as essential to practicing Christian faith. If God is a Trinity—three in one—then community, not the individual, is the smallest unit of God's kingdom. As Paul teaches in 1 Corinthians 12, each believer is part of Christ's body, incomplete on their own.

## 2. Beyond Domain Silos

Collaboration within publishing is valuable, but limiting it to our own field is a silo and an echo chamber. The "body of Christ" metaphor reminds us that global Christian publishing may be one system (like the skeleton) but needs connection to other systems to be alive.

Publishing intersects with many areas of God's kingdom: churches, Christian schools, theological education, artists, advocacy groups, business, and more. Furthermore, books and publications today rarely stand alone—they're part of media ecosystems that include podcasts, videos, articles, and events. Our role may be shifting from "publishers of products" to "publishers of ideas."

A few examples of cross-domain collaboration opportunities include:

- **EMDC:** A global network of media creators, now with a publishing track. We could share our publishing expertise and gain from their electronic media skills.
- **Business as Mission (BAM):** For-profit, Kingdom-focused enterprises that could integrate publishing. This community may be able to help strengthen the business acumen of our local publishers. Other BAM businesses may be interested in incorporating publishing into their business which would expand opportunities for culturally relevant literature to be created.
- **Global Ethnodoxology Network (GEN):** Supports Christian artists who often feel isolated. Their community could help our literary artists (poets and fiction writers), graphic novelists, and graphic designers find a supportive community that may in turn help barriers to publishing fiction, poetry, and visual art be torn down in local markets.

## 3. Power Differentials

Global expansion by U.S. publishers risks overshadowing local efforts, diluting culturally relevant literature. Global publishing initiatives which take on local staff (writers and editors) but keep top leadership centralized amongst US-based Americans may cause more damage than good. International representation on all levels could help mitigate unintended effects.

## 4. Diaspora Connections

Diaspora communities present opportunities for mutual service. Local publishers can partner with publishers in "destination" countries to provide relevant literature in local languages. Diaspora authors may also be uniquely positioned to write for audiences back home. Examples like Mundo Cristão's POD distribution to the Brazilian diaspora show this is possible.

## **5. Indigenous Publishing**

Bible translation efforts are nearing their goal, but without a body of literature, communities may not continue to read these Bibles. Developing a library of literature must be seen as a key way to sustain the impact of these translations. As translation projects conclude, funding could shift toward developing local literature and reading cultures. Many larger language groups could support their own viable publishing industries if they were challenged to start it. Smaller language groups could use print-on-demand and rapid content development strategies to build libraries of literature affordably.

## **6. Raising Awareness about Publishing Ministry**

Christian literature ministry needs a renewed profile—especially in highlighting regions where local publishing is weak. One practical step is a coordinated global effort to publish articles and opinion pieces on why locally created Christian books matter. These could highlight themes like: the unique impact of locally rooted literature, why every culture represented in the global church needs to write and publish, and the role of books and publications in mission and ministry.

By speaking directly to Christian leaders and the wider faith community, we can rally fresh support, strengthen credibility across domains, and ensure Christian publishing not only survives but thrives.

Co-written articles by people from different organizations would speak of our commitment to support this critical cause together – not as competitors, but as co-laborers in this aspect of God's mission. It would tangibly demonstrate our collaboration to the global church.

We may even consider getting on podcasts (or radio programs) to do this, too.

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Observations on sharing what we are doing more broadly:

### **Kim Pettit**

- just learning more about a ministry – to do that you need publicity – publicity you get through publications, news agency, magazine connections you have – reach out with articles and press releases.

Lamar - editors are looking for good stories. And if you are a part of the story, you get promotion from it. Give them story ideas.

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### **Muthoni Omukhango –**



A small team of 12 – strength is inviting people to lend their time and expertise. We have 16-18 volunteers every year. We allow them to visit as part of partnership. Tell us how much of their time they will give. Have structured time when they can work . 2 – 5 hour a week. We ask for a commitment – to honor the commitment. Then hold them accountable to that commitment. We have moved faster with those initiatives. Our team is too small to cover all the countries.

We spent time honoring people in their different countries and how they give their time.

CLC in 44 countries – had a national director in UK office, created problems with us. We learned that we can't cut and paste from another country. We had that problem for about 10 years. Need a local board. Local leadership team – that came decisions locally. International office lets us implement strategy on the local level and also push back if it won't work.

Even in Kenya, we don't push the projects to other countries – let Uganda decide their own process for projects. To be relevant in each country. How people receive what you are giving.

We have great idea, the vision remains the same, allow the local team a voice so we remain relevant to their communities.

Listening in humility, not egos.

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**Peter Cerra (Tyndale)** – we work with distributors, licensees, partners. All the time – they become friends, long term relationships. When I started at Tyndale, it felt unique that so many of their partnerships were long term. Distinctive in the industry.

The right projects, true partnerships, open to dialogue, ideas. Adapt based on the country you are working with. Empowering for our team.

Different type of partnership – aligned with another Spanish publisher who needed help with distribution.

Not every publisher is large enough to have the infrastructure – we are responsible to use the gifts God has given us to help others. Including sales and marketing. Our breadth grows. Always looking for more. I have all these ideas.

Is there a difference between a business partnership than ministry partnership?

Hard to put into words – we use the licensing – certain large language territories in the world that have strong publishing (Brazil, S Korea, Germany) – as part of our missional

approach to reach more people. We will do arrangements with a small publisher in a small part of E Europe or South Asia. We have to value intellectual property and some finance – but they are very small finance. That is missional. 1000 copies in some small language, start-up publishers. Our \$ is in the negative, but long term it helps us with our reach.

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Business partners can be ministry as well.

But ministry partnership – you might be giving more than you are getting.

Two – way – but sometimes you are giving more.

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### **Gathuku Kibunga–**

Partnership into the unknown. The OM Logos ship was coming to Africa – director of partnership wanted to do something different. Put African titles into their bookstores. Very complicated – through Germany – approval, shipped and stocked. Could we trust which books they would push? Let's try it. Proposed a few titles. Some went through and were in the ship as it was moving around. We had one of our partners on the ship to market the books and also report on what is happening in Africa. This gave more visibility to African books. Now OM is looking at having African books on the ship, even when going to other regions.

## **Session: Opportunities for Collaboration**

Yacouba Sanon-Introduction

Burkina Faso is his home country, Lives in Cote d'Ivoire – teaches OT at seminary (half time), works w Langham (half time)– Africa Bible commentary – general editor.

Regional coordinator francophone Africa.

Each pub house keeps own identity – working together.

Working on French edition,

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**Josh John – PPT presentation – is on web page.**

<https://magazinetraining.com/global-christian-publishing-symposium/>

**Luke Lewis** - factors that contribute to successful partnership, and what obstacles get in the way.

Yacouba – you work with 3 other publishers, 3 different countries in West Africa. For several years. What sort of things allow for that to be successful. In a way they are competing for the same audience.

Yacouba – the success of this group – spread in different countries. Benin, Central Africa, Cote d'Ivoire. These houses publish for broader Christian public. At the beginning we were trying to do the same things. Now we focus our attention on textbooks and focus on Bible schools. We try to share the same interest in a book or manuscript. Every house has its own territory and group of writers. We don't compete or try to pull from other side. Everyone works in their own area. Our vision is to put together something that can help the whole community.

If we agree on a manuscript, we do it together. But sometimes just one is interested in a manuscript.

When we have a book, one group might take design, another the editing. Share the burden and publish together.

In the region, the audience is pretty much the same. But each publishing house focuses on some different areas.

Obstacles – tension in that symbiotic relationship.

In the beginning tension was how to put together guidelines, issues were not the same, every publishing house has its own way of doing things. When we come together, how do we work and align our vision the working together. A source of tension - what specific role of each publishing house. Cleared that, had a protocol on how we avoid those kind of conflicts.

**Keila – Letra Viva** – association, network of publishers.

What leads to ongoing success,

They have put a lot in their products – design context. That encourages the effort to design. Issue on succession – Ian looking to the future. Aging publishers – new leadership. Key will be partnerships where new leaders are trained, a new vision. A fear of change. We are a pessimistic culture. Always our first answer is ‘it can’t be done’ – new generation has a more optimistic view – the future will be this conversation about bringing new people in publishing – how to have a commitment. Younger gen more audio or other platforms.

I think audio books are amazing for our culture. Podcasts are a big thing. The question – a good partnership – those who are doing new projects – help Letra Viva know.

Letra Viva has facilitated partnership – the obstacle – is not having succession or a handover – does the partnership break down if there isn’t succession. Many partners in Letra Viva’s case.

**Matthew Elliott** – around this table many of you are past, present or talked about partnerships. My testimony is I can’t tell you how many times, Oasis books can be your books, you do a better job in your country that we can do. You do the marketing, the books store representation – we will empower you on every level. Sometimes it’s a “NO”, people who turn down partnership. Have to have endurance, staying power. And both parties have to have give and take.

I’ve been probably too partner friendly – ministry got done, but it didn’t work in the long term. If they are not putting themselves and taking some risk on their own. Both have to take a risk for a successful partnership. Hard from a western perspective. My experience is, if you aren’t both taking risks, having tension, then work on getting better. Each partner has to be fully vested and how it’s going to work. The obstacle is different in different situations. A lot of hard work. Real commitment, both parties have to put themselves out there.

**Luke Lewis** – ministry partnerships – even with buying selling books. Ministry based. Focus on North American trade people – Peter, Jeremy – does partner collaboration happen, such as ECPA? It’s a very commercial thing.

**Jeremy Taylor** – we are competitors, but have same ultimate goal – discipleship. And we have to stay in business. We all want to pursue discipleship. At Tyndale we try to make as much money as we can so we can give it away through the foundation. Since we are a Bible publisher, others of different translations will work with us on producing a study Bible. Take the notes and put them in other translations.

**Gathuka Kibunga** – Africa Speaks – publishing partners. Level of excitement and interest must be on par. Not one trying to convince someone else. Need to have same level of interest. That happens a lot.

Right now we have lots of books coming into Africa. Most come from publishers in North. They give a whole concession. They are free. Do I say no to this, there is an immediate gain, but they might expect something in the future. That kind of uneasy relationship. If I give you a book to distribute. A new challenge with a number of publishers.

General feeling that publishing is entirely a ministry and overlooking the financials that go into it. There is uneasiness of talking about finances in a partnership. Sharing of the gains. Not normally clearly put on the table - that is an obstacle. Whatever gain comes out of it – if publishers would cross the bridge of being confident – if you make more money you have more to give. Profit is not evil. Sell at a margin, reinvest and give. We don't do that very well.

**Matthew** – another thought – one of the conclusions of this conference. Challenge that there is some thought around saying no to things can be difficult, in a context of economic hardship. Why do we still say yes when things are not sustainable. Examples of unsustainable futures. “is this about discipleship or getting as many of your books out as possible.” A ministry did a charitable gift– 60k books went out – 6 years later – I cannot find that book again. A donor project. Could we make sure it's out as a book for sale. That didn't happen.

It would have been better if they had done smaller, and more sustainable projects. In some African countries – revolving door of unsustainable partnerships and the donors move on, they did a wonderful job for one project. Africa still needs the Bibles, but not sustainable if it happens as a donation. A lot of it is the ROI to the US donor. “This will be so amazing.” – but it isn't ongoing.

Need to make it clear what you can or can't do. Build a system that is sustainable.

Expectations – short-term. Or long term.

**Mark – Brazil** – Every product has a demand cycle anyway. Just because a book sold well, won't keep on selling, the long tail. Normal product cycle.

Mark – also can have limited partnerships – for pragmatic reasons. Jump in, make something happen, then back away.

More permanent partnerships is a different process. What we have seen in Brazil with book distributors. As these distributors become more successful, they realize they could make more money if they publish the books themselves. There has been a startup publishing house, very successful. They began to ask us questions about how to publish books. We sat down with them and worked on an agreement to publish books for them. We are doing books for them. Partnership rather than competitor.

Muthoni – when the church in China was growing, lots of Western donations, they became very comfortable, stopped focusing on the gospel. Chinese pastors said, stop sending us money. That will actually help the church grow.

Someone having a passion is not enough. Someone else has the money. After a while, you become mis-aligned. CLC – can everyone contribute something. Some forms of investment that the locals have in the project. Not just receiving the money, but joint. Put your own money in it. Donors – give us some. Where your money is, people pay attention. Instead of giving us free books, can we pay \$1 – that way there is some form of investment. Then when we do missions in coastal region with lower standard of living. We are bringing these books – could you pay some? The reader is invested in reading the book. To be sustainable. Ask someone to put in something.

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**Tim Kelly**– vertical integration – providing the book service – the skin in the game – the oversight of the donation dollars. Not just someone who wants a free system. Even in universities – they loved it – they couldn't afford ink, so they wouldn't keep going. We want to sell the system, but there isn't success unless there is some oversight and ownership of the project. Have to think through the process. Otherwise red flags. Hard to say no to funding. Have to get beyond that – in Kenya – free books was an issue. Giving away free books never worked well. There is no value to the book. Stay away from giveaways. Used and abused, so how do we connect a value to the book. CLC has taken the POD and run with it long term and successful.

Evaluate if they will be a good partner. It takes almost 2 years to develop a partner. People aren't in the long game, they can't wait that long. It is perseverance. Making sure the expectations are there. Who is the lead – have to define that. If the funder is leading it, it won't work. If the person on the ground is leading, it will probably work. They might need some coaching and guidance for accountability.

When Bethany International started it, they didn't think about the guy in the field. Large foundations and Bethany – didn't understand local context.

Since 2018 – focused on having sustainability. Unless there is a coup or covid, or outside influences.

**Angela** – an evolving long-term project. 20 years ago in Europe – published a 10 year Sunday school curriculum cycle, written in French for Africa. Thousands of copies printed, in warehouses. Widely popular and shipped it out from Europe. When I came to Synergie, there was a lot of inventory. Having just renewed it, is still in demand (translated into English because they wanted it too). We are not printing it – we have people go to the local bookshops with POD. We provide free PDF. They have to pay someone to print it. A change in how we distribute it. This gives it a value.

Trainers, have to pay for the product they use in their trainings. Trainers are chosen carefully, they finance the whole training. Bible campaigns, use local people.

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**Luke** – summarize –

ID whether a ministry partnership, or vendor-client relationship, can be both.

An example Langham – had a small S Asia publisher, when POD wholesale was growing. We did it as a service, a ministry service. What we missed out – was asking them if they could do it themselves. After a couple of years, we realized they could have just done it themselves.

Going forward – more collaboration – magazine and book publishing – should we have codes of conduct.

**Jeff** – MAI hat – continuing partnerships with other groups who are doing training. Each has been doing training – various orgs here – could there be a group dedicated to training for global Christian publishing.

**Lamar** – EPA – always interested in training opportunities – want to be more international-focused. We also look for membership benefit. What can we offer our members that is a benefit for them. Sidenote – sometimes I'm on a website, scroll down, partner logos. It tells me something about the nature of an organization. If you are partnering, make it known, it is a positive thing.

**Matthew** – classroom training versus walk-beside-you training. There is so much that you don't know you don't know. If you spend a week with someone who does it – you didn't hear

it in a short classroom setting. Mentorship – is so valuable. Not just a big conference notebook. Maybe we need to emphasize walk-beside, more than classroom training.

**Greg** – part of the idea in Africa Speaks – mentoring is part of that thinking.

**Gathuku** – do I have capacity to make the most of the partnership. Can I put what I learn into practice – exposure is helpful. How do I help you imagine what you don't know. Basics of the trade can be systematically covered. But a relationship with someone over a longer period of time – is needed. Blend different aspects – relationship, exposure, formal training, helps to envision what is needed.

ECPA – Pub U. C suite – for leaders – gatherings that reinforce . leadership development.

**Muthoni** – ECPA mentorship program. No physical meeting, Lots of time – formed a friendship and relationship. Joyce Dinkins (ODB). A mentee-led mentorship. Listens and shares thoughts, and helps network with people. I have grown because of that. We spent the whole year together. Exposed to other people. We are now in a partnership. African authors contributing to ODB. Now Muthoni has 6 women who are mentored by Joyce (this is informal) – post the mentorship program. What would work and not work. Why do you do that? Made me think. We work so fast and hard, she was my stop sign every month. Asked me good questions. Why did I have certain processes. We improved a lot in 2024. We were not doing the right time-wise chronology.

Job shadow, an older, experienced person. Can be within your own cultural context as well. Everyone can give it to someone else. 1 year was important. A 12-month commitment.

**Kim** – a partnership desire I have heard often at ECPA with international rights (Frankfurt book festival). Want to sell their rights to an American publisher. Or European publishers. It doesn't seem to work.

**Luke** – the flow of media comes from the West. How can we get the flow going both ways.

**Matthew** — Integrity Music – some of their biggest selling worship leaders are Africans. With internet and youth movement, Tanzanian youth culture – US youth culture – it happens in music.

**(See separate document for GCPS Summary Statement and Future discussion from Friday)**