

Principle One:***Focus first on people and relationships, not programs.***

1. By identifying with the people as much as possible.
 - you come as an outsider. Try to become an outsider-insider.
 2. By building empowering relationships with:
 - coworkers
 - the people you serve
 3. By focusing on transactional communication.
 4. By building networks of relationships with others who may participate in the project.
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Principle Two:***FOCUS ON EMPOWERING LOCAL COMMUNITIES***

1. Building a community that takes responsibility for its own life is more important than accomplishing specific tasks.
 - work for organic organizational structures, not mechanical ones.
 - work towards flexible organizational structures and constant institutional renewal. Avoid the dangers of rigid, inflexible institutionalization.
2. Facilitate community action over changing individuals.
Your goal is self-empowered, self-sustaining community development.
 - look for existing communities.
 - help them take ownership of their own futures [PLA, PRA]
 - defining and researching their problems.
 - deciding on a solution.
 - gathering the resources.
 - doing the job.
 - evaluating the outcome
 - watch the group dynamics and involve the marginal in the process.
 - set up processes for problem solving. Remember these processes underlie the achievement of specific goals. Focus on processes more than on goals.
 - develop processes that work towards consensus and negotiation, not conflict and hostility.

3. Build a bicultural community to bridge between the two cultures.
 - remember, you are an ‘outsider-insider’.
 - identify as much as possible with the people you serve.
 - keep your family involved-your children are an important part of your mission.
 - note that your children are transcultural kids

 4. Empower emerging leadership:
 - remember that leadership styles are very different in different cultures.
 - be a facilitator, not a boss.
 - work with leaders to enable them to solve their own problems.
 - encourage good efforts and successes.
 - transition leadership to community leaders as soon as possible. Allow them the greatest privilege you allow yourself- to make mistakes and learn from them.
 - work yourself out of your job. Have an exit strategy from the beginning.

 5. Empower the lay people in the community:
 - treat people as stewards and trust them as long as you can.
 - empower people and help them to be creative in their jobs.
 - use MBWA--‘management by walking around’, not MBO-‘management by objective.’

 6. Maintain Christian witness central to the ministry.
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Principle Three:

Contextualize the structures, processes and technology.

1. Start with small scale, grass roots programs so that the community can learn how to diagnose and solve its own problems.
 - go to the people rather than building big Institutions.
 - use clinics, ‘barefoot doctors’, clinics, and field based demonstrations.
 - encourage the learners to teach what they learn to others before they learn more.

2. Use appropriate structures to organize the community. Democratic voting often does not work.
 - use the people’s ways of organizing structures.
 - stress local ownership, community participation.
 - use local resources.
 - develop indigenous leaders, using indigenous leadership styles.
 - use volunteers, and non-professionals.

3. Help local leaders examine their own processes. Use elders and chiefs but encourage participation by the whole community:
 - work towards flexible processes that can be adapted as the program develops.
 - give on-the-job training.
 - let the project move at the local pace.
 4. Use appropriate technology.
 - adapt outside technology to fit the local scene.
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Principle Four:

WORK ON BUILDING PARTNERSHIPS

1. Between your agency, the church, the local community and the church abroad.
 - in doing research and diagnosing the needs
 - in deciding on a course of action
 - in gathering resources
 - in doing the job
 - in evaluating the outcome
2. By building networks with:
 - experts in the field.
 - other agencies in the same fields.

Note: at the first you may take the lead in initiating programs, study and action. As the partnership matures, expect the church/community to seek to move beyond *dependency*, and exercise its *independence*-encourage this, it is a sign of maturity. Then move on beyond independence to *interdependence* where you work in true partnership.

Principle Five**Develop Partnerships**

- by networking and partnering programs.
- others in the same field
- church, community, community abroad
- experts in the field

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AMERICAN LEADERSHIP

- **power is to make significant decisions**
- **power is used to achieve practical goals**
- **value individualism and self-interest**
- **relationships based on contracts**
- **paternalism and nepotism are bad**

ASIAN LEADERSHIP STYLE

- **power flows from moral superiority. Leaders command awe by grandeur in theater and ritual**
- **power is used to maintain harmonious society**
- **relationships are based on patron-client hierarchy: father-son, king-subject**
- **value group loyalties over individual interest**
- **paternalism and nepotism are good**

LOANS IN MARKET SOCIETIES

- **Loans are made to for economic reasons. People would rather not make them.**
- **The borrower must take the initiative to pay back the loan on a regular basis**
- **The borrower must pay back the full amount plus interest.**
- **The lender can collect by taking the debtor's assets, including home and livelihood.**

LENDING RULES: Patron-Client

- **borrow to reinforce relationships**
- **patrons should lend to clients—they have more**
- **borrowers must repay only when the lender needs the money more than they**
- **lenders must ask for repayments**
- **borrowers only make partial repayments**
- **before paying off a loan, borrowers make a bigger loan to keep the relationship**

Rules for borrowing and lending:

The case of Senegal

- 1. The financial need that occurs first has first claim on resources.**
- 2. A loan must be repaid when the lender's need is greater than the borrower's need.**
- 3. Repayments must weigh social, economic and time factors. There is no objective standard to determine repayments.**
- 4. The creditor does not volunteer to make the repayment.**

- 5. Those who have resources are expected to be lenders, not receivers.**
- 6. People receive satisfaction from being asked for financial help.**
- 7. Requests for help should be stated as compliments.**

- 8. Friendships are built with gifts. Resources are to be used, not hoarded.**

- 9. Accurate accounting shows lack of friendship and generous spirit.**
- 10. Final settlements are negotiated.**