From Ownership to Stewardship:   
  
Understanding the role of outside leaders in catalyzing Disciple Making Movements in East Africa

Discovery Study: Isaiah 61:1-11

What are the different roles in leadership and how should this shape our ministry as DMM catalysts?

Key Areas Recognized by East African DMM Leaders

Prayer and Prayer Mobilization

Training and Equipping

Building Relationships and Encouraging

Releasing Control

Developing Collaborative Networks

Developing and Maturing Movements

Some Frustrations

From Doing First to Praying First

Outside leaders must be devoted to prayer

Outside leaders are specially positioned to mobilize people to pray

Praying with inside leaders is very encouraging and builds relationship, trust, and influence

Outside leaders can introduce innovative approaches to prayer, but should also be open to learning about what prayer looks like in their host culture

Key behaviors/roles for outside leadersCommunicate regularly to offer encouragement and pray for inside leaders

Use tech skills and global relationships to mobilize global prayer

Be a bridge for communicating prayer needs from insiders to prayer partners

Help inside leaders, where possible, develop their own prayer platforms and national prayer networks

Train and model innovative prayer strategies like prayer walks

Mutual prayer– not just praying for insiders, but sharing our prayer needs and praying for each other

Having people in our homes for prayer, going to their homes to pray

“Prayer with and for us has been central to the relationship for the outside leaders who have influenced me the most”

Dr. Samuel Kerab, Ethiopia

Key ideas from EA leaders

Outside leaders have an important role in training, especially pioneering DMM exposure, then mentoring and coaching inside leaders to train and connecting networks to needed training as the movement develops.

Developing organizational skills and ministry systems that help structure and track movement growth and dynamics has been helpful.

Trainings should be based upon the interest and request of inside leaders, not imposed from the outside.

Though training is important, outside leaders have tended to neglect the follow-up stage of mentoring and coaching which is the key to movement development.

There is a great need to develop simplified training methods that take into account the need of oral learners. Many trainings are still based on a Western model of learning.

Spiritual formation needs to be integrated into all levels of DMM training and practice.

From Doing Yourself to Training Others – Understanding Catalytic Training

“One of our greatest needs is for more and more training. Outside leaders have had a very powerful role of sharing their experiences and helping us to understand the concepts of how to make disciples.They expose us to new ideas, and we as insiders can take the opportunity to put them into practice.”

Justin Nkundabagenzi, Rwanda

Key areas of needed training recognized by EA leaders:

DMM Exposure where movements are being pioneered

Orality and storying

Leadership Development

Ministry systems and tracking

Farming

Small business development

Biblical knowledge and theological training (not just DMM principles)

Spiritual formation

Health and sanitation

Cross-cultural ministry and missionary sending

Key behaviors/roles for outside leaders:

DMM exposure training for first generation leaders

Helping inside leaders build teams

Training inside leaders to train others

Developing training materials

Bringing new perspectives and objective evaluation

Training and coaching the five levels of movement leadership (and moving out of the way as each level develops)

Connecting networks to needed trainings (not just DMM)

Listening and responding to training needs of insiders

**From Experts to Friends – Understanding Catalytic Relationships**

Key ideas from EA leaders

Though expert training is appreciated, the most influential outside leaders in EA disciple makers’ lives have been those who develop true friendships with them.

This can be done both by resident and visiting outside leaders. One key is consistent communication and visits.

EA leaders have no separate category for work/ministry relationships and personal relationships. Such distinctions don’t make sense to East Africans and can be hurtful.

Coaching opens the door to a more peer-based relationship which is desired by many East African leaders. They want relationships that go both ways, whereas there is sometimes more power distance in mentoring relationships.

“Our relationships with outsiders should be two- way traffic, like a family. We should respond to each other’s needs. I am sometimes frustrated when outside leaders want to talk about work only.”

John Nabruk, Kenya

Key behaviors/roles for outside leaders:

Staying in our homes, like one of the family

Calling, emailing regularly

Calls every month, texts every other week

Resident Outside Leader: A friend who can be with us

Giving advice

Help with evaluation and accountability

Two-way traffic—aim towards mutual encouraging coaching relationships

Don’t only talk about work

Be a relational bridge, helping inside leaders make relational connections with other insiders and with other outsiders

Pray for each other

Create a feeling of equality

**From Ownership to Partnership – Understanding Catalytic Influence instead of Control**

Key ideas from EA leaders

The greatest area of frustration for East African leaders in their relationships with outside leaders is the issue of ownership and its related consequence of control

The need to own and control is the greatest hindrance to being a part of a movement

The biblical model is one of stewardship. The Kingdom is God’s, and he gives us opportunity to work in his Kingdom and blesses us with resources, with an expectation that we will multiply and bear fruit

This goes deeper than just outsider leaders allowing insiders to own the work. Even inside leaders must be sure they see themselves as stewards of God’s Kingdom work and resources, not owners of their own local kingdoms. When outsiders model an ownership approach, this will be continued by inside leaders.

“Most outsiders want to do what they think—their ministry agenda. But first, they should ask in what way they can help. This is a temptation for organizations. If there is room for discussion, there is a lot of room to work together. It is rare to hear ‘You know the culture and territory, we want to help you.’”

Mezgebu Tsemru, Ethiopia

Key behaviors for outside leaders

Give support to their (insiders) plans

Ask insiders, “what is your vision” and help them fulfill it

Not having to have everything relate to you

Focus on empowering and advising

Offer, never impose

Develop teams and networks to avoid creating a situation where individual inside leaders become owners rather than stewards

Key ideas from EA leaders

Organizations that want to be movement catalysts must first take on a learning posture and seek to partner with inside leaders and organizations

Effective catalytic organizations don’t care if their name is known– they empower others

One of the most important roles of outside leaders/organizations is to build multi-network collaborative partnerships. This is how movements happen.

**From Organizations to Movements – Understanding Catalytic Collaboration**

“Helpful organizations come as learners, then they coach and mentor. They understand us and raise our capacity. They insist on the standard they want, and this also

raises capacity. They help us manage and trust us.

They catalyze—they don’t have to be in the picture.”

Joseph Agali, Kenya

Key behaviors/roles for outside leaders:

Build teams at every level

Relate to groups, not individuals

Build cross-organization networks/introduce networks to each other

Ensure that multi-network gatherings happen and add value to the partner organizations

Divest organizational connection when necessary

Know when to be quiet!

Have a posture of learning

From Initiating to Sustaining – Understanding How Movements Develop and Sustain

Key ideas from EA leaders:

Much of the focus of DMM training has been on starting movements. Now that they have started in our contexts, we need to help so they can continue to develop and be sustained

For sustainable movements, we need to develop more movement coaches than movement trainers so more and more inside leaders are raised up

Movement development and sustainability also requires financial partnership and empowerment

“To go beyond helping to start, we need to be more coaches and mentors than trainers.

Training=Start; Mentoring and Coaching=Movement Development”

Dr. Samuel Kerab, Ethiopia

Key behaviors/roles for outside leaders

Providing training in coaching

Empowering leaders to support themselves

Being a bridge for fundraising in our home contexts

Coaching insiders in fundraising, managing finances, and communicating with donors

Developing partnerships for missions sending

From Frustration to Blessing

On money and control:

“For many outside leaders, money = control.”

“An outside leader’s organization wanted to put someone on the board of our organization

because of their donations. They asked us to either become a branch of their organization or change our name, which was similar to theirs. But our vision is not to be a branch of anyone. We are not Toyota!”

“Sometimes controlling outsiders are tolerated by some because of the money they give; but we cannot be bribed with money. They don’t consider our dignity.”

“An outside leader wanted to work with us, but they wanted to make the plan. They offered money, but if I had used the money, I would have had to submit and change my vision.”

On partnership:

“Outsiders often have an unrealistic mindset. Movements are not just about spiritual issues. There are financial sustainability issues as well.”

“Sometimes outsiders invest in a founder but not the team of a ministry.”

“Outsiders sometimes entrust a vision to a local who looks at it as their personal property, not a blessing to a community.”

“Some expats think that we do not know, so they begin to instruct. They think that we are ignorant. I have learned to be more direct. I especially see this dynamic in global meetings. They don’t give us space to express our thoughts. Speaking directly about this is a needed skill.”

“Outside leaders need to be intentional about creating equal relationships because many Africans will put them in a position above them.”

“Some outsiders are so interested in reports. It is a challenge for us to have a good system to know everything. Many of our readers can read a little, but many others are illiterate. With 200 leaders, many who cannot read, expectations of detailed written reports are unrealistic.”