



umoja
Transforming Communities

Co-ordinator's Guide

Produced by:
Francis Njoroge, Tulo Raistrick
Bill Crooks and Jackie Mouradian



'If you don't know where you're going - you will probably end up somewhere else'

Lewis Carroll - Alice in Wonderland

Contents

1. All you need to know about Umoja	7
What is Umoja ?	8
Why is Umoja a good approach?	9
Overview of roles and responsibilities	10
Key principles of Umoja	11
How long does Umoja take?	12
Challenges of Umoja	13
Questions to reflect on	14
2. How to Start Umoja	17
How to help senior church leaders catch the vision	18
How to help senior church leaders envision others in Umoja	21
How to help senior church leaders understand their on-going role within Umoja	22
How to identify appropriate churches and communities	23
3. How to recruit and train facilitators	27
1. The role of the facilitator	28
2. Selecting facilitators	28
3. Key elements of facilitator training	29
4. Developing facilitation attitudes through training	30
5. Developing facilitation knowledge through training	32
6. Developing facilitation skills through training	34
7. Assessing facilitators' training needs	40
8. Structuring facilitators' training	41
9. Issues relating to facilitation	45
10. Checklist for assessing and developing facilitation skills	47
4. How to manage Umoja	51
1. How to monitor and coach facilitators	53
2. Providing support to community initiatives	55
3. Troubleshooting	57
5. How to monitor and evaluate Umoja	61
1. Introduction	62
2. Monitoring	68
3. Evaluation	78
4. Tools for monitoring and evaluating a project	83
6. Expanding and adapting the Umoja Programme	91
1. Helping the organisation's senior leadership to own and lead Umoja	93
2. Adapting church and organisational structures to best enable Umoja growth	94
3. Helping local church leaders see Umoja as an integral part of ministry	96
4. How to develop trainers of Umoja facilitators	98
5. How to facilitate visits to Umoja communities	99
6. Adapting Umoja to specific contexts	102
Final thoughts	107
Appendices	108
A. Key roles in the Umoja process	109
B. Stories of transformation	112
Bibliography	117

Welcome to the Umoja Co-ordinator's Guide

Umoja is a dynamic way of helping local churches to work together with their community in addressing needs using their own resources. It has brought remarkable transformation to local churches and their communities around the world.

In order to start an Umoja programme in your church denomination or Christian organisation you will need an Umoja programme co-ordinator. This is the person who will take overall responsibility for starting and managing Umoja. This guide is written for them, and contains everything that they need to know.

It provides advice and tools for helping them to:

- Liaise with senior denominational church leaders about Umoja (Chapter 2)
- Work with senior church leaders in identifying appropriate local churches and communities who can benefit from Umoja (Chapter 2)
- Recruit and train local Umoja facilitators (Chapter 3)
- Manage the programme and coach and support Umoja facilitators (Chapter 4)
- Monitor and evaluate Umoja (Chapter 5)
- Expand the programme to more and more communities (Chapter 6)
- Adapt the Umoja process to their own context and unique situation (Chapter 6)

If you are not setting up a programme, but are simply facilitating one local church and its community, then the Umoja Facilitator's Guide is written for you. The Facilitator's Guide contains Bible studies, activities and advice for helping to envision a local church and its community for action.

We hope you enjoy using these guides. We hope that they provide you with enough information to be able to run the process as it is, but we also hope that you will feel free to select and develop your own unique approach to fit your own unique context. We would encourage you to adapt and shape the Umoja process to make it work in your particular context.

