

Neighborhood Transformation Overview

*Collaborative for
Neighborhood
Transformation
2015*



TABLE OF CONTENTS

SNAPSHOT OF NEIGHBORHOOD TRANSPORTATION	5
INTRODUCTION	6
NEIGHBORHOOD TRANSFORMATION’S BIBLICAL BASIS	7
EVANGELISM AND DISCIPLESHIP	7
INTEGRATED WHOLE – INTERTWINED FOR TRANSFORMATION	8
CORE VALUES.....	8
POVERTY AND URBAN TRANSFORMATION	8
DIFFERING APPROACHES FOR ASSISTING NEIGHBORHOODS OUT OF POVERTY	11
ASSUMPTIONS FOR URBAN WORK THAT EMPOWERS THE UNDER SERVED	11
RELATIONSHIPS.....	12
SUMMARY OF NT BUILDING BLOCKS.....	12
WORKING GROUPS IN NEIGHBORHOOD TRANSFORMATION	13
THE TRAINING/FACILITATION TEAM.....	13
THE NEIGHBORHOOD ASSOCIATION (COMMITTEE).....	14
VOLUNTEER NEIGHBORHOOD AGENTS OF CHANGE (NACs)	14
CHURCH-INITIATED NEIGHBORHOOD TRANSFORMATION MINISTRY MODEL	14
WHERE SHOULD THE INITIATING CHURCH BE LOCATED?	15
NEIGHBORHOOD TRANSFORMATION AND CHURCH PLANTING	16
MINISTRY FLOW	17
AGENCY-INITIATED NEIGHBORHOOD TRANSFORMATION MODEL	19
NEIGHBORHOOD-INITIATED MODEL	19
FINDING AND ACQUIRING VOLUNTEERS.....	19
TRAINING	20
LEPSAS.....	20
TRAINING (FOR FACILITATORS, NEIGHBORHOOD ASSOCIATIONS, NEIGHBORHOOD AGENTS OF CHANGE).....	21
TRAINING MATERIALS	22
TRANSFORMATIONAL INDICATORS	23
QUESTIONS TO ASK IN LOOKING FOR TRANSFORMATION.....	23
DESIRED TRANSFORMATIONAL RESULTS IN NEIGHBORHOOD TRANSFORMATION	23
APPENDICES	25
NEIGHBORHOOD ASSET SURVEY.....	26
ALTERNATIVE DIAGRAM	27
TRAINING OF TRAINERS TOPIC LIST	28
WORKSHOPS USED FOR TRAINING TEAM, CHURCHES OR NEIGHBORHOOD ASSOCIATIONS	29
SAMPLE LESSON PLAN	31

URBAN NEIGHBORHOOD TRANSFORMATION

SNAPSHOT OF NEIGHBORHOOD TRANSFORMATION

Question

When one looks at the social issues surrounding us right here in the United States—poverty, crime, lack of solid educational and job opportunities... It is easy to become overwhelmed and intimidated. What could one person, what could I, do as a Christian?

My first impulse is to close my eyes to the outside world, doing my best to create a world of harmony for my family and friends. I donate to good causes on the faint hope that someone else can create a better world. Yet sometimes a voice from within whispers, “Stretch out of your comfort zone and go into your neighborhood as salt and light.” What does Jesus want from me?

There is an Answer—NEIGHBORHOOD TRANSFORMATION

- **Neighborhood Transformation is**
 - **RELATING.** It starts with simply going into a community, walking with the people in the community and helping to show we are all made in the image of God.
 - **LISTENING.** What do the community people want to do? What are their dreams?
 - **HELPING.** Make their dreams a reality by:
 - Using their assets.
 - Doing the work themselves.
 - Directing the efforts themselves.
 - Starting small with projects such as entertainment or cleanup.
 - Following that success with a more ambitious project.
 - **CONTINUING.** Staying with the work. You and others will find Jesus right in that neighborhood. People will realize they can transform their neighborhood by working together. We can all be PART OF THE RECONCILIATION JESUS IS DOING NOW.
- **What Neighborhood Transformation is not**
 - **Not doing for**—it is doing with. We are all open to the transforming power of God and we are teaching and listening to each other.
 - **Not YOUR Agenda.** You are helping the community find God's plan for them as they discover it themselves.
 - **NOT a transaction;** it is a relationship.
 - **Not quick,** it is long-term. Jesus has been reconciling the world to Himself for 2000 years and is not finished yet. Why would we believe we can rush transformation?
 - **Not you alone;** it is the community. You focus on teaching the community to multiply and grow. They supply the effort.

INTRODUCTION

What If:

- Neighbors helped their neighbor instead of being dependent on professionals for help?
- We concentrated on a person's assets rather than their needs?
- We concentrated on possibilities rather than the problems?
- We listened to the poor, having real conversations with them, resulting in helping them to accomplish what they want to do, not what we think is best for them?
- We empowered people to do things for themselves instead of doing things for them?
- We joined in with what was already going on in a neighborhood instead of bringing in our own agenda?
- People's lives were transformed in all areas (physical, spiritual, emotional, and social) instead of concentrating on one area exclusively for the solution?
- Christians walked the Christian talk?

Overview

Collaborative for Neighborhood Transformation (CNT) helps neighborhood people transform their lives and neighborhoods, then their cities, from the inside out focusing on available resources locally; resulting in:

- People knowing, loving, caring and serving their neighbors
- People taking responsibility and working to change their reality
- A reduction in disease, crime, drug abuse, and alcohol addiction
- People knowing Christ and growing healthy churches
- Improved employment and living conditions
- Hope, health, and enthusiasm toward neighborhood life

Neighborhood Transformation connects neighbors, creates community and transforms neighborhoods and cities. It is built on engaging the whole community with the whole gospel.

In international ministry Neighborhood Transformation (NT) goes by the name Community Health Evangelism (CHE). These ministries essentially employ the same practices and share the common goal of establishing a transformational ministry. They bring together Jesus' Great Commission, found in Matthew 28:19-20, and His Great Commandment to heal the sick, found in Matthew 25:36. This plan is accomplished through the training of local people.

The goal is to raise up local laypeople as volunteers who will be models and share the physical and spiritual truths they have learned with their neighbors in their home setting. The ministry is designed to be transferable, multipliable, and sustainable. After the training team leaves the area, the program continues. The desired end is no less than to transform cities, neighborhood by neighborhood, through the seamless combination of disease prevention, evangelism, discipleship, and community-based development. Neighbor helps neighbor, using local assets.

NEIGHBORHOOD TRANSFORMATION'S BIBLICAL BASIS

Christians are commanded in Luke 10:27 to love God with all their heart, soul, mind, and strength and to love their neighbors as themselves. If we love our neighbors as ourselves, we will truly be concerned with their welfare, both physically and spiritually. We will want to help our neighbors live more abundant, meaningful lives here on earth and to share with others how they can have eternal life. Because of God's love for us, we desire to share that love.

Jesus made a startling statement in Matthew 25:34-40. He asserted that as we give food and drink to those in need, take in strangers, clothe the naked, visit the sick, and visit those in prisons, we are doing these things to Him. Most of us would find it easy to do these things for Christ and for our own family, but Jesus says we must even do them for the lowliest of people, including those we don't know or may even dislike. We are called to serve all men.

The emphasis of Christ's Great Commission is on the spiritual needs of man. He commands us in Matthew 28:19, 20 to go into all nations and make disciples of all. We will do this in the name of Jesus and under the authority of God. This command is not given as an option. Jesus promises to be with us in His full authority and power both now and always. Thus we go forth boldly in Christ's strength made available through the Holy Spirit and not in our own power.

We are told in II Timothy 2:2 to train faithful men to teach others who, in turn, will teach others. The focus of this verse is multiplication. As we pour our lives into faithful men, they will catch the vision for teaching others who, in turn, will help others.

However, when Jesus walked this earth He ministered to the whole person. He healed the sick as He preached and taught. When Jesus sent out His twelve disciples to minister to others, He commanded them to heal the sick, being concerned for the physical needs of others, as well as preaching the good news of Jesus Christ. Today if we are to follow Christ's example, one person must do both as did the disciples. As Christians, we too must be concerned for the well-being of the whole man. This involves meeting both physical and spiritual needs, and training others to do so also.

Evangelism and Discipleship

CNT teaches evangelism by equipping people to tell their story at any time. We also share specific ways to do evangelism. We want people to be ready in season and out of season to talk about how God has changed their life. We have multiple tools to do this. One tool is the Discovering God Series, primarily dealing with the Knowing God portion of the study to share God's love with non-believers.

Evangelism is only a first step; the real key is helping new and old Christians be wholistic disciples of Christ so that Word and deed are intertwined. This leads to multiplication of individuals and multiplying groups of disciples. Evangelism is primarily done in the local neighborhoods. We are creating discipleship groups with those who

will be working in the neighborhood even before they begin working in a specific neighborhood.

Integrated Whole - Intertwined for Transformation

Spiritual integration must be actively taught and prepared for. Without the spiritual component, counterproductive worldviews which stand in the way of physical change remain unaddressed. Physical change without spiritual change is not long lasting. As the neighborhood experiences spiritual changes, excitement and momentum grows.

At the center of Neighborhood Transformation are born again believers who understand and desire to apply a wholistic ministry. These people are the initiators of Neighborhood Transformation. They are the City Coordinators and local neighborhood training team.

The Evangelical, Pentecostal and Missional churches are the place where these leaders are found. The love of God is found in their lives overflowing into places where they work, live and play. Loving their neighbor as themselves is central, not as a duty to be done but as an outpouring of God's love through them.

Change may take place without wholistic ministry but we believe that the practice of one element without the other does not result in true transformation.

Core Values

Carefully articulated core values ensure that an organization's commitment to a vision becomes reality. They help to guarantee that during implementation, the vision, ministry integrity, sustainability, effectiveness, and applicability are preserved. This is important to ensure that Neighborhood Transformation (NT) occurs and develops properly. The Core Values are:

- Integration and Wholism
- Commitment to the Poor and Marginalized
- Long-Term Solutions
- Identifying and Using Neighborhood Assets
- Releasing Neighboring to Help Neighbors
- Local Ownership and Initiative
- Participatory Learning
- Multiplication and Movements
- Christian Servant Leadership
- Contextualization

POVERTY AND NEIGHBORHOOD TRANSFORMATION

Poverty is more than just an absence of material goods. The insidious nature of poverty renders people with little or no power to change their situation. In some instances this is due to their own fatalistic feelings of not being able to do anything to change their situation. In addition, social structures unwittingly or by design keep people powerless.

These structures can be governmental, political, religious, criminal, or moral restrictions, often designed to benefit those who cause the structures to be there.

From a biblical viewpoint, humankind was created in God's image to have a relationship with Him and to be a steward over God's creation. When rebellion and sin came into the picture, humankind became corrupted. Instead of looking after God's creation, people began to control and use it for their own purposes.

God gave man principles to live by, but people were not willing to follow these. They searched for ways to get around God's principles for living in the; therefore laws had to be created to protect those who were being overrun by immoral acts—to protect people from themselves.

But man in his fallen state of self-preoccupation is not able to keep these laws and thus the relationship with his Creator is broken. To reestablish that breach, our loving Heavenly Father sent His Son to die in our place on the cross for our sins of disobedience. For those who accept this gift of redemption the rift is healed. They are now free from the jurisdiction of the law and most remarkably are beheld as positionally perfect in God's eyes. A sign of this gift is that the beneficiary receives a transformed heart by which he freely desires to follow God's principles.

In a June 2015 article by Bryant Myers “Progressive Pentecostalism, Development, and Christian Development NGOs: A Challenge and an Opportunity” found in International Bulletin of Missionary Research, Vol. 39, No. 3, he compares Progressive Pentecostalism and Evangelical ways of viewing the world, which are quite different. The article can be found at <http://www.internationalbulletin.org/issues/2015-03/2015-03-115-myers.html>

In Progressive Pentecostalism, major importance is placed upon a change in people and upon the narrative of their ongoing performance. They are an aggressively evangelistic community. Their churches are indigenously led and the development of funding is local not external. They insist on new moral behavior, which demands and legitimizes radical behavior change. For these churches the problem of poverty is spiritual and the solutions come from the Holy Spirit, repentance, worship and holy living.

Conversion is personal, affective, exuberant, and accompanied by signs and wonders. Healing and deliverance living realities, with both personal and social consequences. Converts become aware that they is loved personally by God and that God desires them to become fully human and to live a full life. Their personal story is redirected; they become active agents in their world.

The cause of poverty is distinctive: underdevelopment, poverty, and suffering are what Satan wants. Correspondingly, development is understood as a war against the devil and demons, rather than a war against poverty or unjust social structures, as we tend to frame development in the West. The central issue with Pentecostal churches is managing power, especially spiritual power. The best solution for the future is being reconciled to God and loving one's neighbor.

On the other hand, in the viewpoint of the Evangelistic church, the adversary is lack of money, education and unjust structures and systems. From an evangelical standpoint the attitude of, "me first" is a major reason why the world experiences poverty. People strive to get all they can for themselves and then build in safeguards to protect their possessions. Without trust or a willingness to think of others, people push down others so they can get more. This is man's fallen state, his "default" condition. Some people define righteousness as being willing to disadvantage oneself for the advantage of others.

The design of Neighborhood Transformation conforms more fully to the viewpoint of the Evangelical church though it acknowledges the spiritual battle against Satan and his powers of darkness.

The intent of Neighborhood Transformation is to change the person and his neighborhood – it is personal and geographic. By the power of Christ there occurs a permanent change in one's attitude, belief, and behavior in all areas of life (physical, spiritual, emotional, social). That changed individual then facilitates the same changes in others, changing their neighborhood from the inside out.

To deal with poverty we must equip people with the power to improve their individual and family life either through an Evangelical or Pentecostal world view so their lives are transformed in all areas. We do this by empowering them with new knowledge and new skills as we work to help reshape their attitude and beliefs based on trustworthy Biblical principles.

As these individual lives begin to change, they impact their neighbors by sharing the same truths that transformed them. The community slowly begins to change by individuals and families from the inside. This changed neighborhood then reaches out to nearby neighborhoods to help them do the same thing. The sum of the individuals becomes greater than the sum of the parts by the multiplier effect under the power of the Holy Spirit.

Critical to transformation is a participatory approach that builds on what people already know and assets they already have. This gives them confidence that they have worthwhile things they can share. NT includes many other activities which show the people they have the ability as individuals and as a community to reshape their own lives and their neighborhood. Thus when the emphasis is on individual and neighborhood assets rather than focusing on the problems, people see themselves and their neighbors with a new set of eyes as empowered people. This ministry concept is called Asset Based Community Development (ABCD).

At the center of change are individuals learning they have infinite value in their Creator's eyes. They come to realize He created them in His image to be a steward over His creation. God has given us principles to live by for our own good. When they are not followed, poverty is a prime result. The heart of morality is a trust in the One who established moral law for our sakes, the great Jehovah-Jireh. Christians must

remember that God is personal and that He cares for us individually and knows our names. God is sovereign in all things, everywhere, all the time.

Differing Approaches for Assisting Poor Neighborhoods Out of Poverty

Relief Ministries – Doing things for people because of an observed need. This involves temporary, short-term assistance without addressing long-term needs or using community assets. Unfortunately, this is the only model which 90 percent of charitable ministries are using to assist the poor.

Betterment/Coaching – Intended to create short-term, positive, caring, beneficial environments and relationships that offer participants respite, or at least positive experiences. This is a good beginning to equipping individuals to do things for themselves.

Development/Transforming – Focus on measurable changes in knowledge, skills, abilities, or conditions of the participants. This is the intentional process of ongoing engagement with a neighborhood to:

- Define its vision for a preferred future.
- Cooperate with the neighborhood to achieve that preferred future.
- Work with the neighborhood to improve life for everybody.
- Respond to the agenda set by the neighborhood.
- Achieve multiplication.

Comparison of Ministry Options

	Relief/Doing For	Betterment/Coaching	Development/Transformation
Appropriate Situation	Disaster, life and death, emergency	Persistent need not going away,	Chronic poverty, "normal" life that people in want to improve
Duration	Short-term	Mid-term, up to one year	Long-term
Resources	Bring outside resources	Outside stands beside a person's they're coaching	Maximize the use of local resources and people
Ownership	Outsider	Generally outside with insider participation	Local people, as group changes the community takes ownership
End result	Return to normalcy	Changed individual	Long term improvement, sustainable that insiders did
Action	Doing for people	Coming alongside to coach	Enabling people to do for self

All three options are used in Neighborhood Transformation. The ultimate goal is to see individuals and neighborhoods transformed by people in their neighborhoods, together taking responsibility for this transformation under God's direction.

Basic Assumptions for Urban Work that Empowers the Under Served

- Only the under-served of a neighborhood can assume responsibility for solving their own predicaments. No one can do it for them.
- Most people working with the under-served only see their needs, never realizing they have assets. Under-served people have many assets that can be used in their own development. The key is to identify those assets that individuals in the

neighborhood have and are willing to share. The emphasis is not on needs, but assets.

- The key is to reinstitute the concept of neighbor helping their neighbor, the way neighborhoods functioned in the first half of the last century.
- There are many groups already functioning in a neighborhood that need to be identified and relationships developed.
- The under-served can be empowered by collective action, followed by reflective assessment leading to more ideas for dealing with the need, creating more action.
- The believers and churches within the neighborhood can best carry out ministry rather than outsiders. The outsiders' main task is to equip local leadership for ministry by coming alongside and strengthening them in their work.
- The local church can assume its mission through proclamation and focusing on empowerment. One-on-one relationship is vital to this process.
- The task of a para-church organization, denomination, or mission group is to support the local body of Christ in whatever ways will most effectively enable that church to undertake ministries of empowerment with the poor.

Relationships

At the heart of transforming neighborhoods are relationships. Without relationships nothing happens. People must come to know each other before they are willing to trust and share their assets. People need each other to survive in our world today. The poet rightfully said, "No man is an island." God created us to share ourselves and our assets with each other. When we fail in this we are not accomplishing God's intent.

Relationships build community. People need to see and interact with each other regularly. Spontaneity develops as people meet and talk with each other. Eating meals together is an especially helpful way to develop relationships. Openness and the willingness to become vulnerable allow people to be recipients of assistance as well as agents of ministry.

Summary of NT Building Blocks

Thus, to recap, Neighborhood Transformation is a people-oriented, relationship building process. It is designed to identify assets within the neighborhood found in individuals, associations, and institutions. It identifies which of those assets are willing to be shared. It is based on neighbors helping neighbors, not being dependent on professionals to do for them.

Transformation is designed to be sustainable. It is a grass-roots, bottom-up process which requires a select individual to act as a catalyst and facilitator. It is a gradual learning process progressing from the simple to the more complex and from the known to the unknown.

Transformation works primarily with individuals and households and families before impacting the neighborhood as a whole. It is greater than the sum of its parts. It requires a moral and ethical focus for relationships to grow, which happens through establishing

trust. These ethical values are based on unchanging absolutes, the same generation-to-generation, culture-to-culture. These absolutes are based on God's Word, found in the Bible.

Because there typically is considerable diversity in an urban poor area it is more difficult to start a transformation ministry than in a rural setting overseas. Because people hold so few things in common and have little or no sense of unity, it is critical to find mini sub-neighborhoods within the geographic area. The most obvious subgroups could be ethnic groups living together in the same area. However in many slums even these groupings are not present.

An extensive amount of time should be spent on identifying the assets of individuals, associations, social networks, and institutions before people are mobilized to work together. Already established local associations are an outstanding resource for asset identification. These local associations also help to leverage application for outside funding sources.

Smaller training groups are instructed in topics they are interested in learning or doing something about. These groups are then coalesced into larger community of interest for broader scope of impact. Gradually the awareness occurs that they can have greater control over their own lives.

The ministry must be proactive, going to the people, not waiting for them to come to the ministry. As an alternative to the ministry providing services, people are networked to existing services. Local leadership is identified, trained, and released to solve problems by using already available assets.

The neighborhood must view a project as its own rather than belonging to the outsiders who initiated it. Otherwise when the outsiders leave, any accomplished progress disintegrates. Sustainability is impaired. People expect the outsiders to provide the funds, parts, and labor to maintain the project. Ownership empowers, while relief from outside creates debilitating dependency.

WORKING GROUPS IN NEIGHBORHOOD TRANSFORMATION

The Training/Facilitation Team

The training/facilitation team is the group that initiates the ministry. Many time they come from the lead church or non-profit in the ministry. They are born again believers who have a wholistic worldview. If the trainers are full-time staff of an organization, there needs to be three or four of them with different skills and backgrounds. If they are part-time volunteers, there should be 10 to 12 on each training team. It is always best to have people with different gifts and abilities on the facilitation team. It is very important to have some people from the neighborhood when you begin. After a period of time, all of the facilitators should be from the neighborhood.

If the facilitating team is made up of volunteer laypeople, their training needs to fit into their time constraints. A helpful principal is to bring the team up to speed with training of

trainers material just before they are about to put the material into use. This is known as "just-in-time training."

The Neighborhood Association (Committee)

The key to multipliable, transferable, and sustainable success is that the ministry must be neighborhood-based, rather than outside agency-based. The ministry must be integrated around a Neighborhood Association that is chosen from neighborhood members. The members should be mature, well-respected people who represent different segments of the neighborhood (i.e., education, government, business, and health). They need not be Christian but should not be antagonist to the Gospel. This group becomes the directors of the program. Ownership is in their hands. The association may be a pre-existing committee that functioned before NT was implemented.

Volunteer Neighborhood Agents of Change

The volunteers from the neighbors are the implementers of the ministry. They will need to invest four to six hours per week. They also need not be Christian but should not be antagonist to the Gospel. In general most are not believers at the beginning of their training but by the completion they have become wholistic born again followers of Jesus before they become the first to receive evangelism training. This group becomes the real doers of the program. Once chosen by the community and trained by the facilitation team, their task is as follows:

- Put into practice around their home and with their family what they have learned from the Facilitation Team; that is, they model what they have learned.
- Promote good health; helping people realize they have assets that can be used.
- Practice evangelism and discipleship with individuals and groups and model the abundant Christian life as a volunteer.
- Do home visiting on a regular basis, sharing the spiritual and physical truths they have learned.
- Teach in a way that will help others to become teachers themselves. Thereby, the instructional process is repeated and the circle of learning expanded.
- Training this group of volunteers and bringing them into full effectiveness generally requires two or more years from the beginning of a ministry

CHURCH-INITIATED NEIGHBORHOOD TRANSFORMATION MINISTRY MODEL

The Church-Initiated Neighborhood Transformation model is most commonly used among several versions. Several other models will be elucidated later in this text. In the Church Initiated model, lay people would do this as their service to God, sensing that He has called them to serve the poor. This is a service much like people involved in weekly ministries at the church, but in this case to a poor/oppressed neighborhood of the city.

Neighborhood Transformation is a place-based ministry where the church sees the neighborhood geography as their location of ministry. This requires moving outside the four walls of the church. This is a challenge because in most churches their members live in distant locations, few if any, in the neighborhood of the actual church.

The churches must view this strategy as a means to reach out to their non-Christian neighbors in a transformational way. This takes a change in mindset from ministering to one's own church members. Therefore, it is important to introduce the concept of empowering, transformational ministry throughout the church. Training in Bible studies in the churches' small groups can do this.

A number of attitude adjustments are required of church members. The church must become committed to ministering to the whole person and not just spiritual needs. In addition, NT must be viewed as important for the whole neighborhood, believers and non-believers alike. The church must also see Neighborhood Transformation as a way to win people in the neighborhood to Christ, and to help them grow. Additionally, the church must be willing to give up control in order to obtain neighborhood involvement and commitment.

When dealing with volunteers, training will need to take place in a way that is appropriate to volunteer's schedules. If there is more than one evangelical church in the neighborhood, equal representation from all of these churches is desirable. The more churches involved the better, as an individual church may not have enough members or resources to continue the ministry as they are reaching out to the whole neighborhood.

Where Should the Initiating Church be Located?

It is most desirable to work with a church within the neighborhood itself, but many times this is not possible. We find the following:

Intercity churches, like their suburban counterparts, are by and large no longer neighborhood churches serving their neighborhood, but are commuter churches with people coming from distances to attend. In ethnic churches, many members have left the neighborhood but do not feel comfortable attending the suburban churches in their new neighborhoods. Therefore, they return to their old church, though they no longer have allegiance or relationships within the old neighborhood. In fact pastors are frequently bi-vocational, and their small churches are only open on Sunday. This means they have little to no contact with people living in the neighborhood.

The poor once were all concentrated in the city center, but living in the city center has become fashionable for the middle class and rich. Hence, houses have been improved, making them unaffordable to the poor. The poor are being forced out of central neighborhoods into older apartment complexes in the suburbs. Now these new poor neighborhoods are surrounded by middle-class neighborhoods. Immigrants are moving into the cities from abroad and moving into these new poor neighborhoods found in the suburbs.

Networks, such as the Externally Focused Church, are mobilizing Christians in middle-class churches to reach outside of their church's four walls to become salt and light in their area of influence. Other networks are mobilizing individual Christians to reach out to others for transformation in their area of influence such as work, school, or club. This is positive, but the impact is so dispersed that it is lost with little concentration. Focusing

on a neighborhood sharpens the ministry impact by creating the synergy of neighbors stirred up to help neighbors.

God does call Christians to be the salt and light. The middle-class church is the greatest untapped resource of knowledge, skills, and abilities. It can have huge impact on poverty if mobilized to do so. The key is creating the environment where wealthy, middle-class, and poor work together on equal terms to attack poverty.

Today with urban poor neighborhoods being close to middle-class churches, the middle-class church members can have impact even though they do not live in the poor neighborhood. As middle-class people gain experience in working with the poor, some might be led by God to move into the poor neighborhood itself. Yet middle-class individuals not living in the target neighborhood can be used as catalysts or trainers in urban poor neighborhoods.

It is important to work with churches in the urban poor neighborhoods. As the neighborhood church begins to meet their neighbors, a welcomed consequence is that the local church will grow. The neighborhood church soon will become the lead church.

Neighborhood Transformation and Church Planting

The ministry functions on the premise that coming to Christ and growing in Him is a continuum process that begins with having no knowledge of God to becoming a fully multiplying disciple. Relationships are at the heart of this process.

As trust is built and people learn about each other's lives, they see Christ working in a transformed Christian's life. Dialogue begins about spiritual things. Through relationship, people progress along the continuum until they make a decision to follow and obey Christ. The process continues as they begin their walk to Christian maturity mentored by those who introduced them to Christ. Next these new believers are formed into a small group where they are nurtured in their faith, given ministry skills, and encouraged to help reach a target area for Christ. These members then begin to do relational evangelism and social outreach in the neighborhood and follow-up those who are in turn becoming transformed.

From these small groups a church is formed where there had been none previously. If there are already churches in the area the new believers are incorporated into them; therefore churches grow.

Thus Neighborhood Transformation is a strong, transformational church planting tool. NT follows the same process working with all types of church planting models. NT assists churches in becoming missional by giving the practical "how to" as they reach into their community.

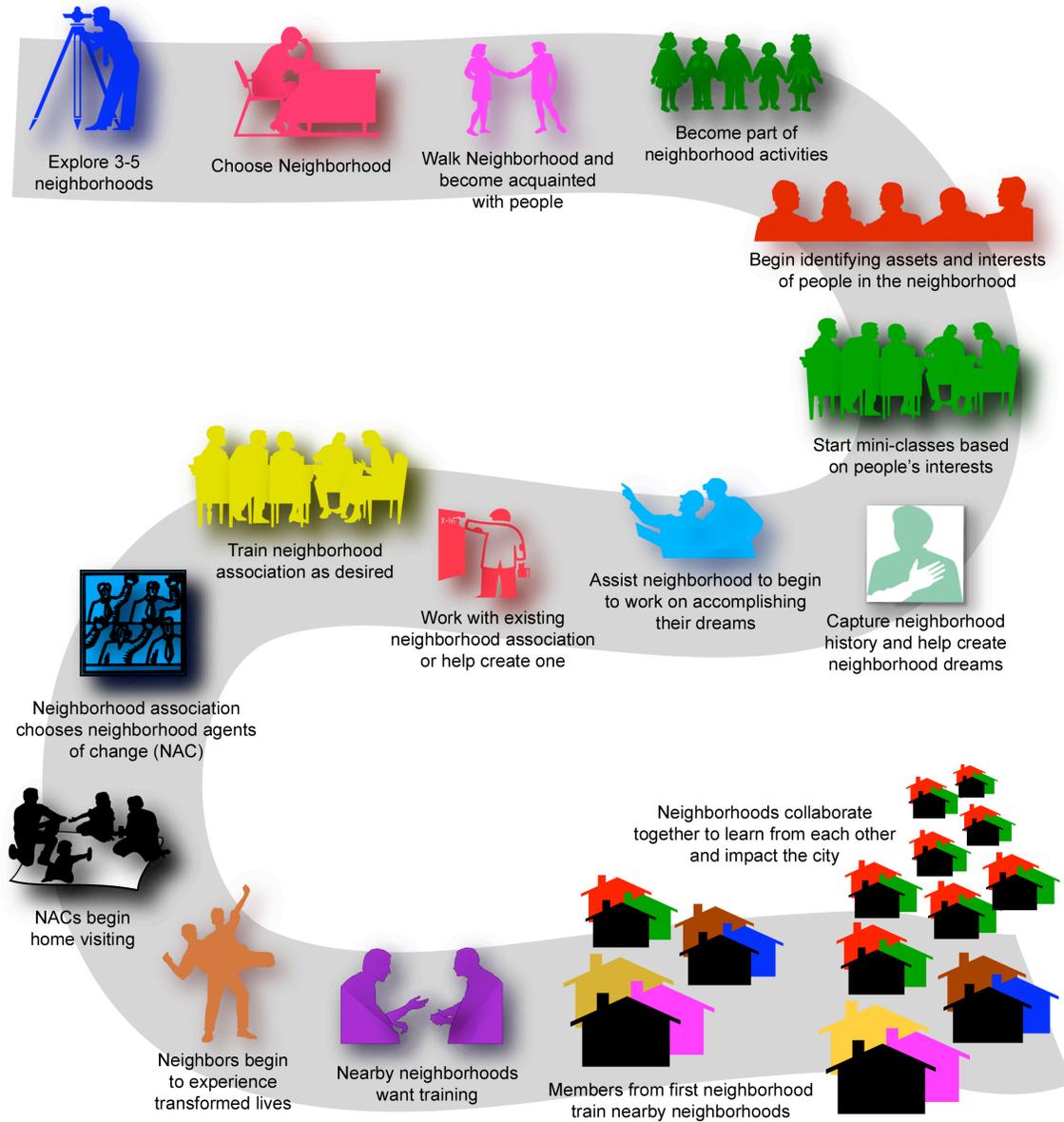
A missional church is one that is reaching outside of its walls to put word and deed into action in all spheres of life. The neighborhood surrounding the church meets Christ in the lives of the church members as they go about their daily lives.

Ministry Flow

- A team of local trainers is first trained for 14 hours in an overview training of how NT works. They then work with the neighborhood to become known in the neighborhood, at the same time helping neighbors to know their neighbors.
- To start a ministry in a neighborhood they "hang out" in their neighborhood gathering places, walking the street, greeting people they meet, and introducing themselves. Fun activities, such as barbecues, are done in the front yard of peoples' homes.
- Local facilitators begin to do acts of love (removing graffiti, cleaning up vacant lots, etc.) with people in the neighborhood. As the local facilitators do these activities they become known as people who care about people and the neighborhood itself. Two-way relationships are built, leading to trust and neighbor knowing neighbor.
- The trainer/facilitator role is to help an urban neighborhood identify what God's plan and agenda is for their area. They help the neighborhood through the church, identify God's plan, and then help them to implement this plan, one that integrates both physical and spiritual ministry.
- Next the team helps neighbors identify the assets and interests of individuals living in the neighborhood by doing Asset Mapping (survey taking). See Appendix A. They also identify what local groups and associations exist in the neighborhood and network them to assist each other.
- Small groups are congregated around a common interest that was identified through the asset mapping. The assistance of these small groups is enlisted with multiple small group trainings over a total of 4 to 6 hours. Several groups may be trained simultaneously.
- A large neighborhood meeting is held to help the people create a history of their neighborhood since most have not lived there a long time. This generates pride in their neighborhood.
- At a later neighborhood meeting the team facilitates the neighbors to list the things they would like to see accomplished. From this a consensus is built by combining these many dreams into four to six accomplishable goals. Then a plan is developed for reaching a desired result for each plan. Participants willing to assist in executing the plan are identified.
- If there is no standing neighborhood association, one is formed and basic training on how an association works is done. If there is an existing neighborhood association, the local team helps them discover the things they are interested in learning and equips them to take action on the related project.
- The neighborhood association chooses volunteer workers who will visit their neighbors. These workers are called Neighborhood Agents of Change (NACs). One of the goals of these visiting volunteer workers is to identify specific needs and assist their neighbors with that need.
- The local trainers normally train 15-20 laypeople from the neighborhood as NACs. Training sessions are conducted when the laypeople are available, typically one half day on Saturday each week, until the desired topics have been covered. The teaching format is transferable so that the people being trained will be able to teach others who, in turn, can teach others.

- The NAC trainees, in turn, teach what they have learned in their neighborhood by means of storytelling, discussions, and example. Their main roles are teaching in the home and assisting in neighborhood projects.
- The ministry begins in one neighborhood and then expands into adjacent neighborhoods. Additional NAC volunteer workers may need to be trained in the original area to obtain a better ratio of local volunteers to the population.
- As much as possible, funding for the individual project needs to come from the local communities, but where local resources are insufficient, funds may be solicited from city agencies that are interested in transformational development.

Flow Diagram



For those who prefer a more traditional Diagram, see Appendix B.

Agency-Initiated Neighborhood Transformation Ministry

Another differing model of Neighborhood Transformation can be initiated by a non-profit agency. The flow of the ministry is the same as the church-based ministry with two major differences:

- The training team comes from the agency and generally is full-time, therefore, only two to three trainers are needed. This team as opposed to the church based model is usually salaried. Since they are employees of the agency their training can be accomplished in three five-day blocks. This allows them to gain a full understanding of the process rather than receiving "just in time" training as is done with volunteer lay people.
- Since the constituency in the agency is much smaller than in a church there is no training on worldview and empowerment as is done in the small group Bible studies in churches.

Neighborhood-Initiated Ministry

Another variant model of Neighborhood Transformation is neighborhood initiated. This model is initiated by people living in the neighborhood sometimes through their neighborhood association. This model is unusual because such highly motivated people are a rarity in a target neighborhood. The flow of the ministry is the same, with two major differences from the other two models:

- The training team comes from the neighborhood. Like a church-initiated ministry, the local trainers will be volunteers; therefore they will only be part-time.
- Training of the local trainers will need to be done on weekends or even in smaller bite size pieces to meet their time constraints. Therefore local trainings will be greater in number and shorter in duration.

Finding and Acquiring Volunteers

Church will-based NT is built on volunteers from the church congregation. As a result there needs to be a way to find and involve volunteers. Some church members are only concerned about their church, yet there are many who are willing to impact their neighborhood. It is vital to identify the level volunteers are at, and then offer them multiple opportunities to participate in activities or learning experiences that they are ready for. They must be involved in a timely manner when they are ready to act or the opportunity will be lost.

Volunteers who want to impact their neighborhoods generally fall into three categories illustrated by the funnel below:

Giving Everyone the Opportunity to Participate at Their Level

ENTERY (Compassion)

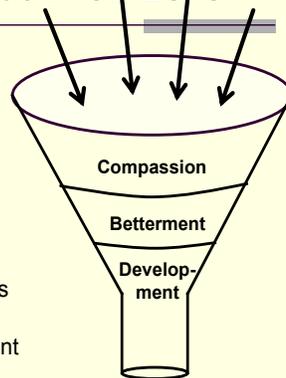
Easy Entry
One Time
No Commitment
Little Relationships

ENGAGE (Betterment)

Several Times
Heart is Changing
Some Commitment
Build new relationships

OWN (Development)

Continuing Engagement
Recruiting Others
High Commitment & relationships



In Neighborhood Transformation, people are involved at the level they are willing to be involved. Typically 70 percent of involved people are at the Entry level and 20 percent at the Engage level. While 10 percent are at the Own level, from which come the local trainer/facilitator volunteers referenced earlier. The goal is to give opportunities for people to become more deeply involved if and when they are ready.

TRAINING

Training is critical for the success of any Neighborhood Transformation ministry. All of our training is highly participatory. Discussions are begun with the use of problem-posing situations through role-plays or pictures. Small group discussion is used extensively, as well as songs, stories, and demonstrations.

Modeling by the trainer to show what is expected of the trainee is important in everyday life. If the trainer does not do what he expects the trainee to do, the trainee will not believe it is important and will not do it himself. This is especially important for spiritual truths. A trainer needs to do home visits with the trainee, so the trainee can observe and learn by demonstration.

Participatory Teaching

Neighborhood Transformation's teaching style use adult education principals which are built on participation by the learners with group dynamic techniques and then turning their learning into action. Adults only change when they hear new thinking, then they can discuss it among their peers and the can apply it in a simulated or real situation.

Learning in a group is critical to Neighborhood Transformation teaching style because iron sharpens iron and people learn as they are in a group setting. How a person answers stimulates others in adding to or modifying their responses.

We use an acronym **LePSAS** to represent a participatory, facilitating approach that focuses on the learner, not the teacher. LePSAS stands for:

Le Learner Centered – Focus on the learners not the teacher.

P Problem Posing – Problems are posed; solutions come from the learners.

- S** Self Discovery – Learners realize they have many of the answers within themselves and within the community.
- A** Action Oriented – All learning is turned into action/application.
- S** Spirit Guided – Teaching is under the guidance of the Holy Spirit. Biblical principles are elucidated for understanding of His will.

The facilitator's task is to involve the trainee in the learning process through skits, sketches, or "starters" which pose a problem without giving any answer. The "starter" fosters discussion. Many times the larger group of learners is broken into smaller groups for discussion of questions. Then each small group reports back what they have discovered. Trainers need to facilitate learning, starting from where the participants are and building on what they know. This is contrary to traditional teaching conducted by the teacher who authoritatively tells his students what he thinks they need to know.

The trainer/facilitator is there to draw out information as well as to give input (knowledge) that does not come out from the student discussion. He is the helper, facilitating learning. He plays an active role.

Training for Facilitators, Neighborhood Associations, and NACs

Facilitators Training

Long Weekend Training

Training of Trainers can be taught in two parts each of 14 hours. When working with volunteer local trainers, it has been found best to train them on a Thursday and Friday night from 6 PM to 9 PM and all day Saturday. In this way volunteers do not need to miss work. If the trainers are staff members then they can be trained over two working days.

Most trainers will only go through the one weekend training but some may want to be master trainers or city coordinators. In this case they go through a second advance 14 hour training. It is possible to go through a full week training to get both halves done at once.

Five Day Training

Internationally, Training of Trainers is normally done over a five-day period at a conference site away from the participants' homes. Here, 25 to 30 people come together from different locations. This is typically done with people who are staff and who want to become Master Trainers to train their local trainers; therefore they are willing to invest themselves in a five-day training.

See Appendix C for what is covered in both Weekend Trainings and five day training.

Neighborhood Association (Committee) Training

There is 12-hours of training for neighborhood associations, if they desire it. The committee members should not only know what their job is but also what the volunteer's role will be. If an association exists already, there are 20 or so options in the form of Workshop training manuals that equip them to be a strong association. Which manual is

appropriate for the Association depends on their desires and where they are in the transformation process.

Neighborhood Agents of Change Training for The

All training is participatory, which fosters the key factor of group involvement. Training is in multi sessions, spreading the training over time. Each time the local volunteers come together, they receive individual workshops based on what was found in the Asset Survey, They meet on a day and time that is convenient to them. They then in turn teach what they have learned, as they visit in neighbors' homes. After the initial training is completed, they receive two to three days each month of additional training for the next twelve months.

Training Materials

Lesson Plans

Lesson plans are designed to present the physical and spiritual training in ways that use a high degree of learner participation. Each lesson starts with a problem-posing play or picture, leading the learner to see the problem and why it is important to them. They then are involved in discovering the causes and solutions to the identified problem. Everything they learn, they then put into action by sharing it with their neighbors. All teaching must be under the guidance of the Holy Spirit.

Lesson Plan Format

All trainers are introduced to adult education principles emphasizing learner centered style (LePSAS) of facilitating. This draws upon the knowledge of the learner through the problem-posing situations. Trainers have over 3500 lesson plans available to them. Appropriate plans are chosen based on the interest and the needs of the community.

Each of the lessons are designed in the same format so that a person does not have to be a specialist to teach a topic. Once they know how to use the format they can teach any topic. The lessons are designed to be facilitated by lay people. Each lesson is basic and straightforward, dealing only with what a person needs to know to take effective action in the moment. We do not teach what volunteers might need tomorrow, but practice "Just in Time" learning, giving them additional training at a later time as the need arises. We believe strongly in the KISS principle (Keep It Simple Sweetie). The depth of content rises or falls dependent on the level of the participants because of our participatory approach to facilitating. See Appendix E for a sample Lesson Plan.

Manuals

Materials Used in Neighborhood

There are over 3500 lessons used in Neighborhood Transformation. The lessons have been placed in over 75 Workshops which are four to eight lessons each to be easily taught in the USA setting. The lessons could be taught once a week or on a full Saturday. In addition there are 35 manuals which generally contain from 35 to 100 lessons.

See Appendix D which shows a listing of all 75 Workshops and 35 full Manuals.

DVD

Lesson Plan DVD

All 3500 plus lessons plans are placed on a DVD generally once a year. They are in two formats: Word so that a person can modify a lesson for their situation. The limitation of this format is that each lesson can only be printed out singly. Therefore, the most commonly used are also placed in a PDF format so that the full manual can be printed out but they cannot be modified because of formatting restriction.

When a person goes through a TOT they can purchase the latest DVD for \$50. They then can repurchase updated DVDs for \$20. Usually over 100 lessons are added each year. People do not need to buy an up-dated DVD each year but generally every couple of years.

Videos Used in TOT DVD

Here in the USA we use 3 to 5 minute video clips to act as a starter for different lessons. All of these videos are put on a DVD for a trainers use. If you have been through a TOT and purchased a Lesson Plan DVD you can ask to have this DVD sent to you for \$10.

On-Line Materials

All materials are online at www.neighborhoodtransformation

- Lesson Plan Workshops in PDF format can be purchased and downloaded at our NT web site for generally under \$5 per manual by anyone
- Those who have been through TOT and have registered as a member of NT receive a password making all lessons available in both Word and PDF without charge.
- The videos on the Video DVD plus many more are found on this web site as well.

TRANSFORMATIONAL INDICATORS

Questions to Ask in Looking for Transformation

What would the neighborhood look like if:

- People lived the Golden Rule?
- Everyone could read?
- Every student graduated high school?
- Crime, abuse, and violence were reduced?
- Every orphan had a mentor?
- The weak were empowered?
- God's Kingdom was operative?

Desired Results in a Neighborhood Transformation

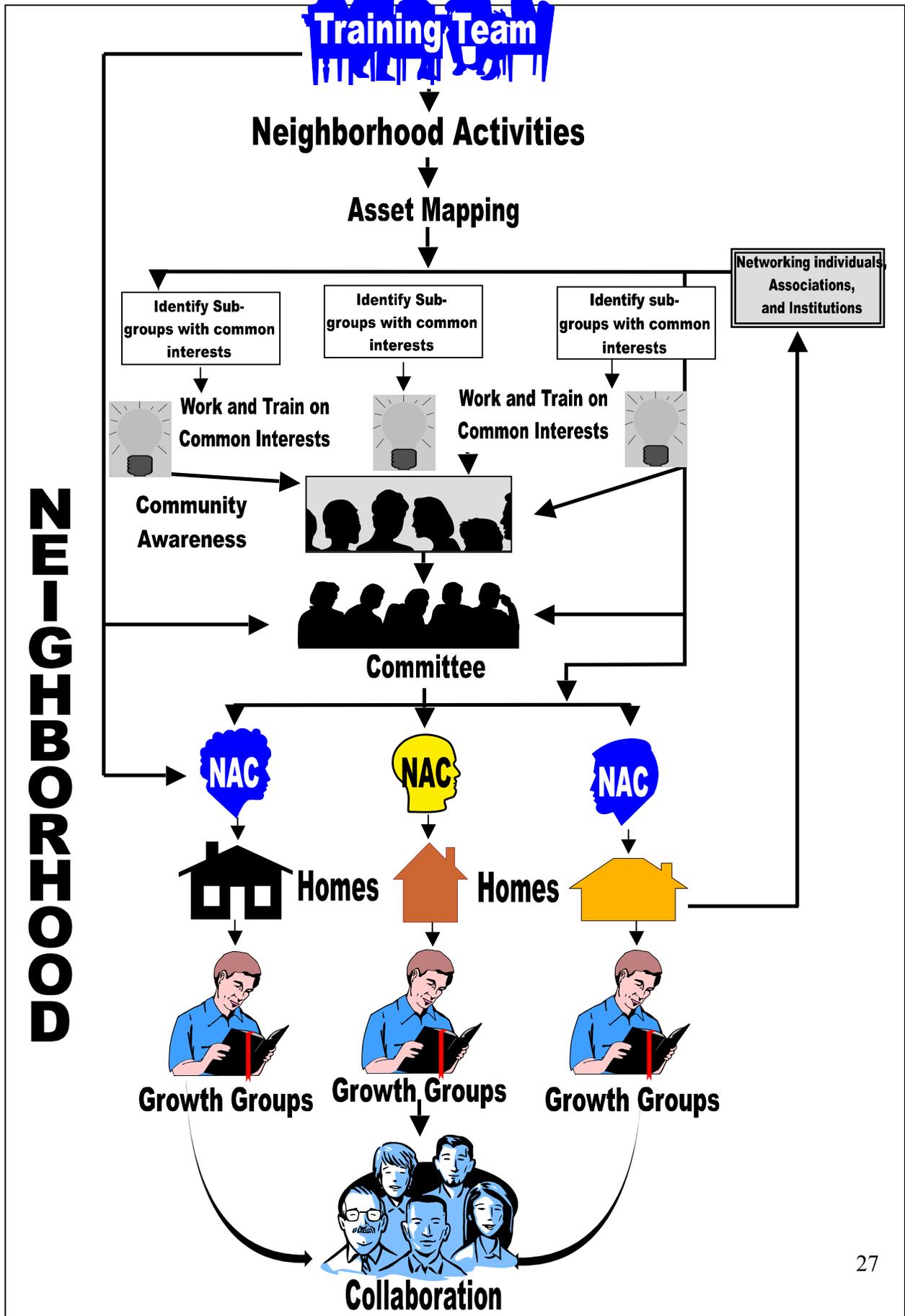
1. People transformed in all areas of life that are capable of reproducing transformation in others.
2. Increased knowledge, skills, and resources in people who are employing these benefits throughout the neighborhood.
3. Neighbors sharing with neighbors, multiplying the results. Transformation coming from the inside out.
4. People taking more responsibility in all areas for their lives.

5. Neighborhood leaders taking responsibility for integrating ministry into the neighborhood infrastructure, creating new leaders.
6. A growing sense of community.
7. People seeing the ministry as their own, not one belonging to an outside agency.
8. Funds and resources coming from the neighborhood itself.
9. Improvement in social indicators—less crime and divorce, improved education and economics, etc.
10. Ministry progress not only sustains, but expands to adjacent areas through local training teams after the outside training team leaves.
11. The entire city is being transformed in all spheres of life, neighborhood-by-neighborhood.

We are seeing results in transformational ministry to the whole person, the whole community, rural and urban, in many different religious settings throughout the world over and above our wildest dreams! The Lord calls each of us, who are ministering in His name, to deal with people as whole persons—physically, spiritually, emotionally, and socially. The starting point and center of good health is our Lord Jesus Christ. Neighborhood Transformation is a signal strategy that is assisting in this process.

To God be the Glory!

Appendices



Appendix C Training of Trainers Topic Lists

Phase One for Local Trainers

Day One

- Whole Gospel to Whole City (power-point)
- Whole Church Taking the Whole Gospel to the Whole World
- Comparing Relief, Betterment and Development
- Intro to Making Disciples Who Create a DMM
- Why Cities & Neighborhoods
- Urban Neighborhood

Day Two

- Strength Based Worldview & Values
- Knowing Your Neighbors
- Seed Projects
- Why Work with the Elementary School
- Using a Lesson Plan
- What am I Going to Do From This Seminar
- Final Questions and Close

Phase Two for Master Training

1st Day

- Introductions & How People have Put to Use What they Learned in the 1st Phase
Review key things learned in Weekend training
- Now What, After Asset Mapping
- Roles of the NT Facilitation Team/Neighborhood Association/Coaches/Mentors
- Master Trainers role
- Steps to Implement an Urban NT Program
- Acquiring and Keeping Volunteers Overview
- Building Ownership in Your Cause

2ND DAY

- NT and Churches
- History, Goals, Steps in a Neighborhood
- Collective Impact
- Participatory Style
- Preparing for Teaching
- Practice Teaching
- Summary and Evaluation

Appendix D Workshops Used for Training Team, Churches or Neighborhood Associations

- Acquiring and Retaining Volunteers
- Appreciating What's In the Neighborhood
- Building Neighborhood Capacity
- Building the Neighborhood Association/Committee
- Coaching
- Evaluation
- Fostering Change
- Getting Started in a Neighborhood
- Helping Your Church Become Wholistic and Transformational
- How to Facilitate/Teach
- Making Disciples
- Ministry of Place & Presence
- Mobilizing the Church
- Neighborhood Organizing
- People in Poverty
- Relief So Helping Doesn't Hurt
- Short Term Teams
- Scaling Up for Impact
- Transforming a City
- Urban Poverty
- When and How to do Evangelism
- Working with an Elementary School

Workshops Used in Neighborhoods

- Art of Neighboring
- Building Relationships
- Cause Within
- Character Values
- Children and Physical Activity
- Cooperatives
- Community Engagement
- Empowering the Poor
- Engaging Ministry Partners
- Focusing on Strengths By Identifying Assets
- How to Get and Keep a Job
- Identifying Assets in Your Neighborhood
- Importance of Education
- Introduction to Disaster Preparedness
- Issues of Children
- Justice
- Knowing Your Neighbors
- Learning About Your Neighborhood
- Leadership
- Marriage and the Family
- Migration
- Neighborhood Place Making
- Personal Finances
- Starting a Business
- Transformational Fund Raising
- Urban Gardening
- Urban Gardens Starting a Business
- Wholistic Ministry
- Working with Adolescents

Workshops on Health

- Diabetes
- Drug Abuse
- First Aid
- Health Screening
- Healthy Eating
- Heart Disease
- Obesity & Overweight
- Stroke
- Wellness

Study Guides

- Multiplying Light and Truth 1 Understanding Being a Neighbor (8 Lessons)
- Multiplying Light and Truth 2 How to Be a Neighbor (7 Lessons)
- Neighborhood Transformation (9 Lessons)
- Discovery Bible Studies, Discovering God (28 Lessons)

List of Full Lesson Plan Manuals

- Abuse and Injustice (25 Lessons)
- Adolescents (39 Lessons)
- Being Prepared for a Disaster (20 Lessons)
- Change (36 Lessons)
- Church and Mission (32 Lessons)
- Disabilities (64 Lessons)
- Discipleship (76 Lessons)
- Discovery God Bible Study (28 Lessons)
- Emotional Care (57 Lessons)
- Evaluation (29 Lessons)
- Evangelism, Follow-up, Discipleship (54 Lessons)
- Infant & Children Care (69 Lessons)
- Health Urban (100+ Lessons)
- Health Aging (19 Lessons)
- Heart Disease, Stroke, Diabetes (19 Lessons)
- Identifying Assets and Appreciating our Neighborhood (14 Lessons)
- Knowing your Neighbors and Neighborhood (13 Lessons)
- Leadership and Capacity Building (96 Lessons)
- Micro-Enterprise (19 Lessons)
- Neighborhood Gardens (28 Lessons)
- Neighborhood Organizing (14 Lessons)
- Non Profit Capacity Building (25 Lessons)
- Neighborhood Principals (14 Lessons)
- Personal Finances and Integrity in Finances (10 Lessons)
- Poverty (25 Lessons)
- Relationships and Interdependence (9 Lessons)
- Spiritual (100 Lessons)
- When Helping Hurts (12 Lessons)
- Wholistic Worldview and Worldview Analysis (15 Lessons)
- Women's Lessons (151 Lessons)

Appendix E Sample Lesson Plan

Created by Neighborhood Transformation for Global CHE Network

BUILDING RELATIONSHIPS III

TRUST

Date: 09/04 Rev 12/10

(1 HOUR)

- OBJECTIVES:**
1. Participants will understand how to build trust with partners.
 2. Participants will be able to build trusting relationships with partners.

OVERVIEW FOR TRAINERS: This lesson series is adapted from 'Making Your Partnership Work', Daniel Rickett, Winepress Publishing, Enumclaw WA, 2002. This is the third lesson in the Building Relationships series.

METHOD	TIME	KNOWLEDGE
Role Play:	5"	
1st I'm having trouble trusting our partners. How can I be sure they are going to do what they say they will do?		
2nd I know what you mean. I'm such a skeptic and I have trouble trusting other people. I don't know if the problem is with me or if it is with them.		

----SHOWD questions----

S = What do you **See**?
H = What is **H**appening?
O = Does this happen in **O**ur place?
W = **W**hy does this happen?
D = What will we **D**o about it?

- | | |
|---|---|
| <p>I. Three Kinds of Trust
Write the three kinds of trust needed for a strong partnership on newsprint and post it for the group to see. Discuss what is meant by each kind of trust.</p> <p>II. The Importance of Building Trust
A. In order to create trust we must give our partners reasons to trust us. Divide into small groups and make a list of ways to build trust. Report back to the large group.
B. What are the consequences when the organization and the people within it cannot trust? Discuss in a large group.</p> | <p>I. Three Kinds of Trust:
A. Trust in intentions: Partners must know that we are interested in their well being
B. Trust in competencies: Partners must know that we have the capacity to benefit their ministry
C. Trust in perspectives: Partners must know that we have a common vision and share their perspectives</p> <p>II. The Importance of Building Trust
A. How to build trust:
1. Demonstrating concern
2. Acting and speaking with integrity
3. Achieving results
4. Taking risk and giving trust to others
B. Consequences when an organization cannot trust:
1. Institutionalize distrust by imposing strict policies and procedures</p> |
|---|---|

2. Lose the ability to change and respond quickly to opportunities
3. Escalates the cost of getting work done
4. Inability to bring difficult issues to the surface and resolve them
5. Lack of cooperation in joint tasks

III. Summary

- A. Which is the better starting point for building trust – intentionally giving trust to others, or insisting that others prove their trustworthiness?

- B. Pass out *Checklist Two – Managing the Relationship* handout and briefly discuss.

III. Summary

- A. To insist that others prove themselves trustworthy is counterproductive in initiating relationships. A better starting point is to trust, and, more importantly, show yourself trustworthy. If a partnership fails it is usually due to distrust. By intentionally trusting first, demonstrating concern, acting with integrity, and achieving results, we can avoid or at least minimize distrust.

ATTITUDE: Trust is central to seeing transformation in a neighborhood

SKILL: Participants will understand how to build trust with partners. Participants will be able to build trusting relationships with partners.

EVALUATION: Are participants applying what they learned in this class.

MATERIALS:

- Newsprint
- Marking pens
- Masking tape
- *Checklist Two – Managing the Relationship* handout

This lesson is used in:

COLLABORATIVE FOR



NEIGHBORHOOD
TRANSFORMATION

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