



## More than We Bargained For!

Have you ever been looking for something you needed and discovered something else along the way that you needed even more? Last summer Beyond Borders' sister organization in Haiti, *Limyè Lavi*, was looking to hire a new accountant. Among the applicants was a young man named Manno Milien who was a graduate of Haiti's best-known management school, INAGHEI. Although there were other applicants with more accounting experience, this young man had shown himself to be a leader in a field that had growing importance for our work—micro-credit and small business development.



Manno Milien at his desk in the *Limyè Lavi* office in Port-au-Prince

In 1997, Manno and six of his former classmates from the management school started a micro-credit and micro-enterprise cooperative. They started the cooperative with their own money and with no intention of profiting from the enterprise. For them, the cooperative was their response to a calling to work for economic justice for Haiti's poorest. Their aim was to help people find liberty from poverty by promoting the development of small businesses and by offering cooperative members affordable credit and a place to save their money.

Today over 300 people are fully invested members of the cooperative, and it is still growing rapidly. Members borrow and save money and receive technical support for their business activities. They offer literacy training for illiterate members and training for members who want to start their own businesses.

Hiring Manno benefits both *Limyè Lavi* and Manno's cooperative. Working for *Limyè Lavi* allows Manno to support himself without having to depend financially on the cooperative. Manno has also

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been learning how to do computer-assisted accounting and budgeting, which may prove useful as the cooperative grows. *Limyè Lavi* has gained valuable expertise in micro-credit by hiring Manno just when we most need it. ♦

### Itinerary for Tony Campolo

For further information on any particular speaking engagement, please call Beyond Borders at 610-277-5045.

August 2-3, 2001	Inside Out Festival	Lincoln, NH
August 5, 2001	Ocean Grove Camp Meeting	Ocean Grove, NJ
August 6, 2001	Fireproof Ministries	Palm Springs, CA
August 10-21, 2001	Stellenbosch Student Church	Stellenbosch, South Africa
August 22, 2001	The Festival	Edinburgh, Scotland
August 25-27, 2001	Greenbelt Festivals	London, England
August 26, 2001	Gorsley Chapel	Herefordshire, England
September 7-9, 2001	Hispanic Ministries	Buenos Aires, Argentina
September 14, 2001	Eastern College	St. Davids, PA
September 14-15, 2001	NW Foursquare Men's Retreat	Lebanon, OR
September 16, 2001	The United Methodist Church	Raleigh, NC
September 18, 2001	The Williamson Free School	Media, PA
September 20, 2001	Hawaiian Islands Ministries	Santa Clara, CA
September 21-23, 2001	The Episcopal Diocese of TX	Houston, TX
September 23-24, 2001	Cliff Temple Baptist Church	Dallas, TX
September 26-27, 2001	Grove City College	Grove City, PA
September 28-30, 2001	Briercrest Schools	Caronport, Saskatchewan
September 30, 2001	Lakeview Church	Saskatoon, Saskatchewan
October 2-3, 2001	First Presbyterian Church	Oregon, IL
October 6, 2001	Reach Ministries	Tacoma, WA
October 7, 2001	Lutheran Church of the Good Shepherd	Coatesville, PA
October 9, 2001	Concerts of Prayer	Manhattan, NY
October 10, 2001	The United Methodist Church	Saratoga Springs, NY
October 11-13, 2001	Praise Gathering	Indianapolis, IN
October 14-15, 2001	Gray/Clinton United Methodist Church	Gray, GA
October 16, 2001	Eastern College	St. Davids, PA
October 16, 2001	Urban Promise	Pennsauken, NJ
October 20, 2001	Huntingdon Valley Presbyterian Church	Huntingdon Valley, PA
October 21, 2001	St. Matthew's Evangelical Lutheran Church	Perkasie, PA
October 22-25, 2001	European Baptist Convention	Stuttgart, Germany
October 27-28, 2001	Missouri Conference United Church of Christ	Springfield, MO

**BEYOND BORDERS** is a group of people who join together out of devotion to Christ to work for justice and peace by fostering transformative learning within and across cultural and economic borders. We foster transformative learning by

- ✦ supporting indigenous organizations in Haiti
- ✦ placing volunteers who are seeking to learn from, and live out the gospel within Haitian communities
- ✦ hosting short visits of small groups of people from industrialized countries who want to learn more about how to confront human misery and hunger in the world.

**Beyond Borders Staff:** (in the U.S.) David Diggs, Jonathan Haggard, Leah Lukwo (in Haiti) Christopher Barkan, Guerda Lexima Constant, Coleen Hedglin, Emmanuel Milien, Myriam Narcisse, Eddy Sterling. (Staff members in Haiti work under the authority of our sister organization, *Fondasyon Limyè Lavi*.)

**Beyond Borders Trustees:** Fred Andrews, Rich Driesbach, Sam Folin, Gwendolyn Fougy, Tracey Hartmann, Allison Cary Jenkins, Judith Kelly, Renée Matson-Caringi, Dr. May-Ange Ntoso, Todd Saddler, Dr. Jeff Singleton, Rev. Don Steele.

**Associates:** Bayyinah Bello, Carla & Ron Bluntschli, Fremy Cesar, John Engle, Chris Low, Beth and Jeff Rogers. (Associates work in cooperation with various local organizations in Haiti.)



# BEYOND BORDERS



Working in Haiti for justice and peace out of devotion to Christ  
Issue Number 32 Partnership Summer 2001

Beyond Borders is a ministry created by EAPE, founded by Tony Campolo.

*Beyond Borders does not do its work alone. We couldn't, even if we wanted to. Nearly all we do, we do in partnership with other groups and individuals. Beyond Borders depends upon the financial support of many individuals and churches. This is a form of partnership. But equally valuable are our partnerships with a myriad of organizations, churches, and leaders in Haiti. What they offer is priceless: the trust and understanding of the people in the communities they serve. We help them accomplish their mission, and they help us with ours. Together we work to build a world where God's justice and peace reign.*

## Partnership vs. Paternalism

by Laurie Konwinski



In 1995 I went to Haiti to work with Beyond Borders to serve as liaison with the child literacy program. Although funded by Beyond Borders,

this program is managed by Integrated Rural Development (IRD), a local Haitian organization whose staff provides administrative support and teacher training for the local church communities that host the child literacy centers.

The IRD staff was quick to welcome me to their team. Though I had learned some Creole during a four-month language immersion program, I depended on their patient help to improve my Creole and understanding of Haitian culture. We developed a strong bond through lively conversations about Haitian politics, through treacherous hikes to literacy centers in remote mountain villages, and through sharing our faith and praying together. My admiration for them grew as I witnessed their dedication to the children and to their country. I was honored to be not only their colleague, but also their friend.

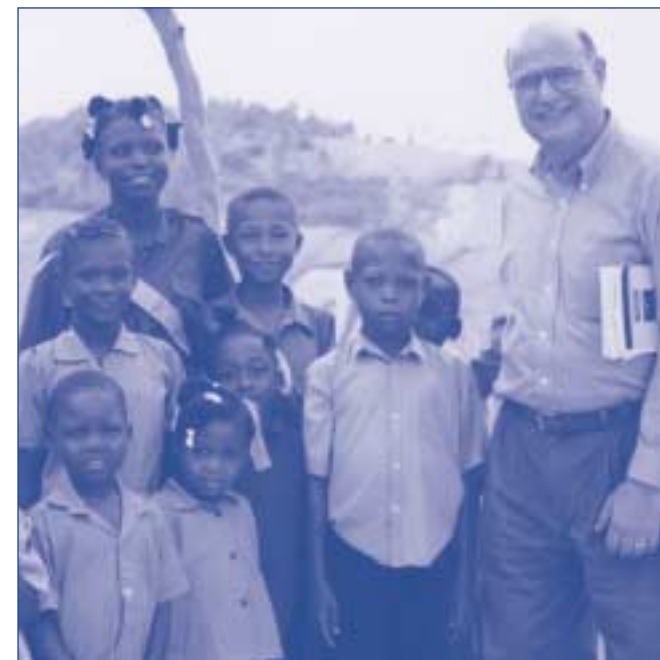
Our relationship could have evolved differently. After all, my

organization funded their program. I could have played the role of supervisor, telling them what to do and checking to make sure they did it. But this would have been contrary to our philosophy of working in

partnership with Haitian organizations that develop solutions *themselves* to the challenges their people face. A top-down paternalistic approach would never have been as effective, nor as joyful.

Still, the literacy program's complete financial dependence upon Beyond Borders was not something any of us liked. While the Beyond Borders staff worked hard to raise funds, we could never absolutely guarantee that we would always be able to raise enough money to cover the program's need. In the spirit of partnership, we joined with IRD to explore ways of helping individual centers become more self-sufficient.

Several generous supporters gave Beyond Borders money as capital for six centers to develop revenue-generating projects. They discovered that micro-credit programs were the most successful. Through this initiative, local entrepreneurs received small loans at reasonable interest rates. The micro-credit funds provided a valuable service to these communities where previously the only source of credit came from local loan sharks. The money generated from interest helped support the local centers.



Tony Campolo (right), with children from the Faucault literacy center, during a visit to Haiti: Tony started supporting this center in 1996 in honor of his wife, Peggy. Through the Partnership of Hope, individuals, churches, and other groups are partnered with nearly 50 children's centers like this one. By providing \$200 each month, they give children, who would otherwise have no chance to learn to read and write, the opportunity to receive a basic education in a loving environment. The children show their gratitude by praying regularly for their partner and by applying themselves to their studies. Photo by Susan Busch.



# Stepping Back, a Step Forward

by David Diggs



o-founder of Beyond Borders, John Engle, has taken a step back from his day-to-day management responsibilities with our affiliate organization in Haiti, *Limyè Lavi*. This move gives John more time to focus on what has become his passion—leadership development. By stepping back, John is also making room for his Haitian co-workers to take on more leadership within *Limyè Lavi*.

By moving out of the central role he has been playing, John is giving up some power. To the world of career ambition this might seem like a strange move, but it is consistent with a view of leadership that John promotes—that leadership is not about consolidating power and control over people, but about giving them the tools and freedom to become leaders themselves.

This view of leadership can be traced to the life and teaching of Christ. As John recently wrote, “[Jesus] was offered, power, position, and resources. Yet, He pushed them all away.” Jesus led a movement that changed the world, not by commanding great armies or amassing great wealth, but by washing the feet of his followers and laying down his life for them.

In his new role, John is co-leading an activity called the *Discovering Resources* initiative (see shaded box



below). Additionally, he is devoting more time to facilitating *Open Space* conferences for other organizations in Haiti that seek his help. Finally, John will continue to play a supportive role for several Beyond Borders programs—the Transformational Travel program, the Rotary literacy program (*Rotalpha*), and the Reflection Circle project.

John officially moved from his co-director status and became an associate staff member on July 1. Like other associates, he is now fully responsible for raising financial support for his work. Beyond Borders will serve as his fiscal agent, making it possible for anyone wishing to support his ministry to give tax-deductible contributions. You can designate contributions for John’s work by writing his name on the memo line of your check to Beyond Borders.

John is writing friends and family to explain his new direction in greater detail and ask for their support. If you are interested in being added to John’s mailing list, please contact the Beyond Borders office. ♦

Above, John Engle prepares participants during last year’s 2<sup>nd</sup> Annual Open Meeting for an Open Space session: John will now focus more of his time on leading and teaching others to lead Open Space conferences in Haiti. Photo by David Fonda. Below, participants in this breakout group discuss “The Importance of Collaboration in the Resource Gathering Effort” during the first meeting of the Discovering Resources seminar held May 5 & 6. Representatives from over 25 organizations in Haiti will continue to meet two days each month until June 2002.



Partnership vs. Paternalism *continued from page 1*

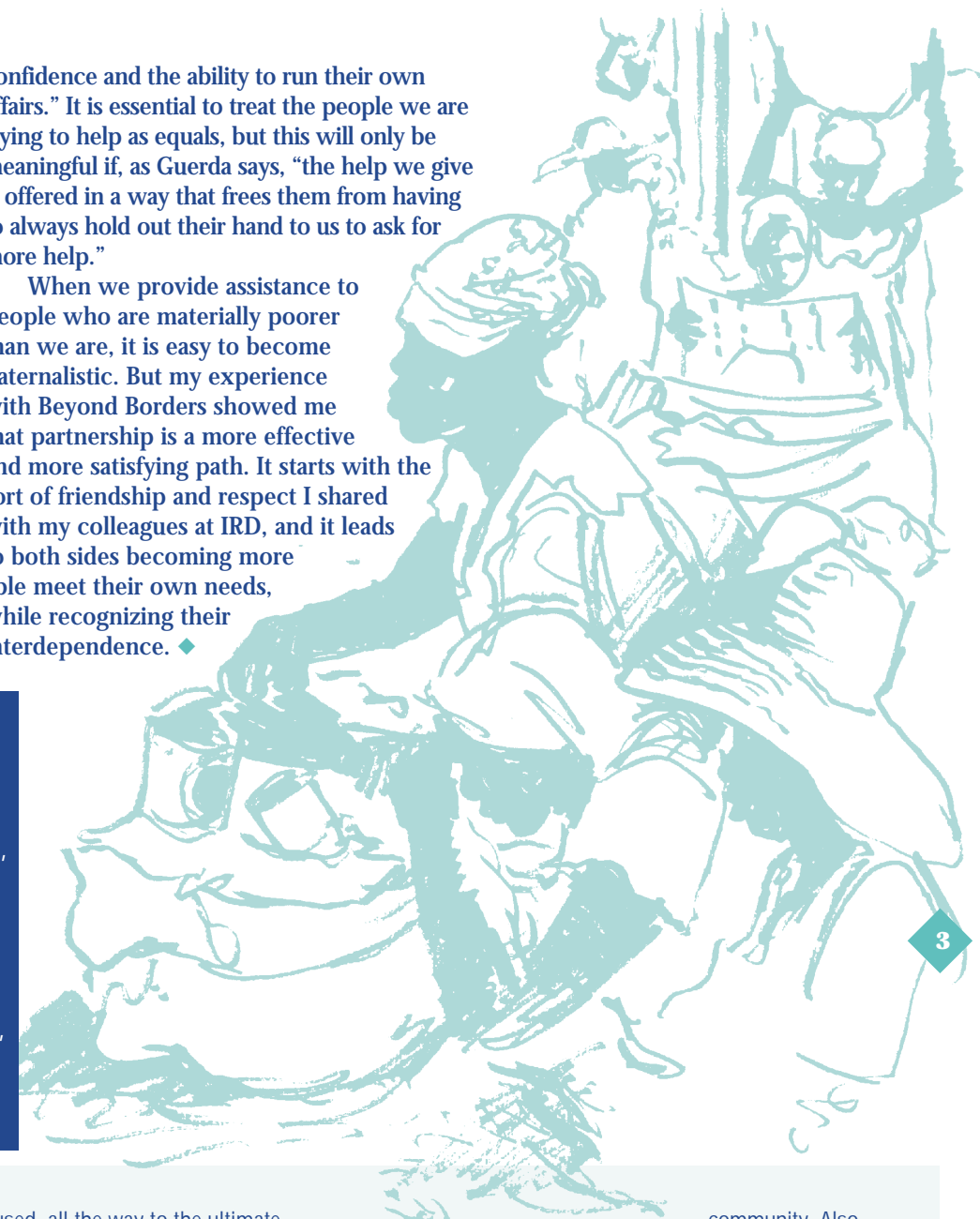
Today, three of the six centers can cover all their local expenses with the income generated by the fund, including teachers’ salaries.

The success of this initiative has prompted Beyond Borders and IRD to explore ways of improving and expanding this model to other centers and more small communities. Ideally, each center would become largely self-sufficient, though still benefiting from the teacher training and administrative support offered by IRD. As centers become self-sufficient, IRD will be free to respond to other communities that are longing to establish child literacy centers.

This effort to help communities gain greater autonomy is part of Beyond Borders’ view of partnership. As staff member Guerda Lexima, who took my place as liaison to IRD, explains, “Leaders in these communities are gaining self-

confidence and the ability to run their own affairs.” It is essential to treat the people we are trying to help as equals, but this will only be meaningful if, as Guerda says, “the help we give is offered in a way that frees them from having to always hold out their hand to us to ask for more help.”

When we provide assistance to people who are materially poorer than we are, it is easy to become paternalistic. But my experience with Beyond Borders showed me that partnership is a more effective and more satisfying path. It starts with the sort of friendship and respect I shared with my colleagues at IRD, and it leads to both sides becoming more able meet their own needs, while recognizing their interdependence. ♦



## YOU ARE INVITED TO BEYOND BORDERS’ 3<sup>RD</sup> ANNUAL “OPEN MEETING”

Join our board and staff and several visitors from Haiti to discuss the work and future direction of Beyond Borders. We will gather at the beautiful Temenos retreat center in West Chester, Pennsylvania, just outside Philadelphia, on the last weekend in September, from the 28<sup>th</sup> to the 30<sup>th</sup>. We will again use the “Open Space” format for our discussions. Haitian food will be served during the whole weekend, and there will be plenty of time for celebrating, socializing, and walks in the woods. If you would like to consider joining us for part or all of this time, please contact the Beyond Borders office before September 1, or check the appropriate box on the return form enclosed with this newsletter and send it to us. ♦

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## The Discovering Resources Initiative

The Discovering Resources seminar is a new yearlong initiative that brings together community leaders and representatives of funding agencies in Haiti to discuss the challenges of finding and making good use of development assistance. Representatives from 25 different local and international organizations began meeting in May and will continue to meet for two days each month until June 2002.

It seems paradoxical. Throughout Haiti, hundreds of local grassroots groups and community organizations work to improve the lives of their people, often without the benefit of any outside funding or expertise. At the same time, dozens of international organizations and missions have money available to help Haitian

communities in need. But these foreign funders often struggle to find local organizations they can support.

Why is it so difficult for the foreign funders and the Haitian community groups to connect? Finding each other is not difficult, but making a funding relationship work well for all involved often is.

The best funding agencies usually want



to work through grassroots organizations that have broad community participation and that are in some way accountable to the people they serve. However, it is not always easy to

**The great majority of participants in the Discovering Resources seminar are Haitian community leaders who will enjoy the opportunity to learn program development, grant writing, reporting, and evaluation skills.**

distinguish these legitimate grassroots groups from organizations that opportunistically spring up and claim to be serving the people but really exist to serve the interests of only a few.

The best funding agencies also need to be able to account for how donated funds get

used, all the way to the ultimate beneficiaries. Thus, they can usually only give funds to organizations that have the ability to provide project proposals, budgets, and financial reports, and conduct regular evaluations of the work being funded. But the skills needed to fulfill these many kinds of requirements are not common among Haiti’s grassroots organizations.

Local organizations also need to know how to manage a relationship with a foreign agency. Funding agencies may try to push an agenda that makes little sense for a community. At the same time, funding agencies may have legitimate concerns that the local organization must understand. These agencies may fear that giving money to a certain organization will extinguish the organization’s volunteer spirit or create divisions and jealousy within the

community. Also, agencies may decline to fund a project that they believe may foster attitudes of dependence and helplessness in the community.

The great majority of participants in the Discovering Resources seminar are Haitian community leaders who will enjoy the opportunity to learn program development, grant writing, reporting, and evaluation skills. They will also be exposed to alternative approaches to leadership that will allow them to gather more local participation and avoid the pitfalls of receiving outside support. Representatives from funding agencies will get feedback from local leaders about what have been the most and least helpful practices of funders.

The effort is an initiative of Beyond Borders’ co-founder, John Engle, and friends of Beyond Borders, Laurie Richardson and Marx Aristide. ♦