

ABSTRACT

A STRATEGY TO REVITALIZE LITERATURE EVANGELISM
IN KAMPALA ZONE, CENTRAL UGANDA CONFERENCE

by

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ABSTRACT OF POSTGRADUATE STUDENT RESEARCH

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Literature evangelism is a ministry established in the Seventh-day Adventist church right from the inception of this church by the church founders like James and Ellen G. White. It is the work which facilitated not only their survival but acted as a wedge for penetrating the gospel near and far places. Over 28 countries bear records of people who have received the gospel first through the spread of the printed pages by a literature evangelist.

In Uganda, especially the Central region where Kampala, the capital city of the country is situated, literature evangelism started in the late 1960s but due to the ban of the church, which was instituted in 1978-1979, the work almost died out. Around early 1990s, literature evangelism was resurrected and a number of literature evangelists were recruited to join the ministry. In the early years of the 90s, the literature ministry had over 200 literature evangelists but in late 90s, the number of literature evangelists had dropped

to less than 20. Currently the active literature evangelists are only 5 full time workers and 12 part-timers.

This decline aroused the interest of the researcher to seek for the factors which have led to the decline in number and thereafter device a strategy for revitalizing the work. The researcher took samples by visiting some churches in Kampala zone and some institutions of higher learning to discover people's attitudes towards this ministry and the responses were positive.

It is the obligation of the leadership to recruit, train and deploy new literature evangelists in the field of distributing literature, evaluate and to motivate them. Once this work is revived, the church's income shall increase due to increased sales from books as well as increased membership in the church resulting from conversions after reading these books.

Adventist University of Africa

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A project
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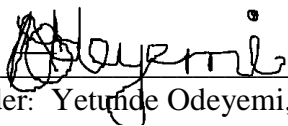
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DEDICATION

This research project paper is dedicated to my leaders in the Central Uganda Conference, also to my family and to all gospel lovers but especially the literature evangelists in Kampala zone.

PREFACE

It is the prayer of the researcher that let the Almighty God guides the readers of this project to get the insights that will aid literature evangelism work to once again gain strength to fulfill its intended obligations for the benefit of the readers, the suppliers and the whole Seventh-day Adventist church for God's glory.

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LIST OF ABBREVIATIONS

PD	Publishing Director
APDD	Assistant Publishing Departmental Director
ABC	Adventist Book Centre
HHES	Home Health Education Service
CUC	Central Uganda Conference of Seventh-day Adventist Church
UU	Uganda Union of Seventh-day Adventist Church
LE(s)	Literature Evangelist(s)
SP	Spirit of prophecy
GC	General Conference of the Seventh-day Adventist Church
ECD	East Central African Division
VOP	Voice of Prophecy Bible study lessons
PR	Pastor

ACKNOWLEDGEMENTS

I would like to extend my deep sincere appreciation to the following people who have greatly assisted me in carrying out this research for the benefit of my study. I begin with my assigned adviser Dr. Javan Harelimana who dedicated his time and effort to guide me in the production of this project. I thank my conference leaders who also provided time and advices especially during the questioner survey. I'm grateful to Pr. Balamu Kirya- a retired pastor, who freely shared his vast knowledge in the history of the literature evangelism ministry in Uganda. Also I am appreciative to all literature evangelists who willingly filled my questionnaires and also provided verbal information concerning the reasons for the decline in the work. For the local church members in: Kampala, Najjanankumbi, Makerere and Kireka districts, who are walking libraries in the field of literature evangelism, I am grateful. My sincere appreciation goes to family members, especially my wife Sarah Lubwama and our three children, who stood by me to encourage and advise when necessary in crafting this work. The Union leadership played a huge part for which I am grateful. Their financial support enabled me to move in various places sourcing for information and putting materials together. Last but not least I am profoundly grateful to the Almighty God who inspired me to look for relevant sources to achieve the desired objectives. May His name be praise

CHAPTER 1

INTRODUCTION

Literature evangelism is one of the services provided by the Seventh-day Adventist church worldwide. It mainly deals with books, periodicals, magazines charts and many other forms of literature for all age groups. It started long as in 1844 with only two literature evangelists distributing 'The Present Truth' as the first magazine having been printed using a wooden machine. With the current development of technology, a lot of literature of different forms is being produced and over 40,000 literature evangelists are distributing these materials worldwide.

The Seventh-day Adventist church besides being formed on the background of literature evangelism, it benefitted from this ministry through a number of converts entering the church after reading these books and the sales from these books fetch some substantial income to the church to enable its growth and fulfilling its mission. While Literature evangelists are thought to being many in different parts of the globe, it is different in Uganda especially in Kampala Zone found in Central Uganda Conference. The population of the city is so high compared to the number of Literature evangelists to serve the people with the spiritually printed materials. While the Literature evangelism work in Uganda started some years in 1960s, it registered success in the first years but later on it completely died out in the late 1970s. The leadership tried to resurrect it in 1990s but after a decade, it's almost insignificant. It is the reason why this project is being carried out to devise ways and means of revitalizing it.

Background

Kampala Zone is one of the five zones that make up the Central Uganda Conference of the Seventh-day Adventist Church. This zone consists of fourteen church districts, which financially are the backbone of the conference and the Uganda Union of Seventh-day Adventist Church. While geographically it covers less than one quarter of the whole conference, its membership is more than half of the entire conference.

The total population of the area covered by the fourteen Church districts of Kampala zone is estimated at about 8,000,000 people, while the church membership is about 80,000, a ratio of around 1: 100. Being surrounded by the capital city of the country, Kampala zone has all the opportunities of social, political, physical, economical and spiritual activities. With the freedom of worship in place, several evangelistic activities are being carried out which include: public campaigns, youth/Pathfinder activities, women outreach programs, charity in hospital and prisons. However, the literature evangelism ministry is virtually none existent. The church through its department of Home Health Education Service imported a lot of books but they are becoming archaic due to none use and merely sitting in the containers.

Statement of the Problem

In the late 1990s, Kampala Zone had over 60 literature evangelists but currently there are only 5 full-time and 6 part-time literature evangelists. This is quite a drop in number and in the Literature Ministry of the region of Central Uganda Conference. Why did the literature evangelists leave the canvassing ministry and what strategy can be developed so as to revitalize the work to meet the growing educated generation of people residing in the city? In this era where people are less interested in the regular forms of evangelism, can literature evangelism be a solution to witnessing to them from within their homes, offices or other places? It is the sole

aim of this research project to identify the causes of the decline of literature evangelism and to design a strategy to address this problem.

Purpose of Study

The purpose of this research is to design a strategy, which will address the reasons why the work declined to this level, and then devise means of how church members of Kampala Zone can appreciate the importance of literature evangelism. Furthermore the study will show the importance of this ministry to the Seventh-day Adventist church hence recruit and train a minimum of 200 new literature evangelists. These Evangelists will be able to sell books to church members and non-members, carry out Bible-studies as well as distribute free Literature in the form of Tracts and Voice of Prophecy (VOP) lessons to the public.

Significance of the Study

This research is going to open up new avenues to reach the middle and the upper-class people of Kampala. Due to the required new techniques of selling books that are going to be given, the underlying literature (books) in the containers at the Union will be done away with and instead new ones will be ordered. The recruited literature evangelists shall receive employment, which will reduce the rate of unemployment, especially among the youth. Also, the church will increase in membership from literature evangelism conversions as well as an increase in tithe and offering income from literature book sales.

Limitations and Delimitations

Literature evangelism is basically a religious process, which limits the researcher on religious sources. Furthermore literature evangelism functions best in places where people are

literate and financially sound. This limits the research to be carried out best in the city rather than the villages where most of the people are peasants and their education background is limited.

The researcher will basically use sources from Seventh-day Adventist literature and religious based authors. Due to lack of information of literature work in the past years, the research will only look at the work from 1990 to date.

Methodology of the Study

The study used the primary, secondary and tertiary sources. Since it is a Seventh-day Adventist Church based proposal, the researcher used the Spirit of Prophecy writings, the Church policy, Bible (NIV) and the Publishing Department guide-lines. Furthermore, non-denominational sources were used especially those related to Literature Ministry. Interviews and questionnaires' survey among related persons were conducted. The results collected were tabulated and analyzed in order to arrive at right conclusion and recommendations. This facilitated the researcher to design a right strategy which was used to revitalize the literature evangelism work in Kampala Zone and ultimately the whole Uganda Union.

The choice of population from whom the research was carried out basically was from four city churches: Najjanankumbi, Makerere, Kampala Central and Kireka Hill church where some former and current Literature evangelists are worshipping and the members in these churches are potential literature evangelists. The research further assumed that these members have some knowledge of Literature evangelism since the city Adventist Book Centre (ABC) is situated around these churches. The researcher visited some Adventist Institutions around Kampala which are potential customers of the ABC Literature and the students from these institutions were recruited in the Literature evangelism work. The church leadership on Conference and Union levels were also interviewed since they are the ones in management of the

affairs of the church ministries including literature evangelism. The retired literature evangelists were approached to share their vast experience in the distribution of literature.

CHAPTER 2

THEORETICAL IMPORTANCE OF LITERATURE EVANGELISM

What is Literature Evangelism?

Evangelism in its broader meaning refers to the spreading of the gospel of Jesus Christ to all the people of all nations. Evangelical Dictionary defines it as “The proclamation of the Good News of salvation in Jesus Christ with a view to bringing about the reconciliation of the sinner to God the Father through the regenerating power of the Holy Spirit.”¹ Collins Thesaurus defines evangelism as “preaching, spreading the Word, spreading the gospel, and telling the gospel message.”² Biblically evangelism is a command from Jesus Christ when He was about to ascend to heaven. He said, “All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the Father, and of the Son and of the Holy Spirit” (Matt 28:18-19). Type equation here.

Literature evangelism therefore is the spreading of the gospel message through printed materials. They may be in a form of magazines, journals, books, periodicals, tracts, pamphlets and many other forms. Literature evangelism can either be in soft or hard form depending on either the user or the distributor.

¹ *Evangelical Dictionary of the Theology*. 2nd edition. (1984), s. v. “Evangelism”

² Collins Thesaurus, *A-Z Complete & Unabridged*, 2nd edition 2002 (Bishopbriggs, Glasgow: Harper Collins, 1995), s.v. “Evangelism.”

Biblical Support of Literature Evangelism

The Bible greatly supports the existence, use and value of Literature evangelism. In the beginning, God used to communicate to human being through oral means like in Gen 1:26; Then God said, “Let us make man in our image, in our likeness, and let them rule over the fish of the sea and the birds of the air, over the livestock, over all the earth, and over all the creatures that move along the ground.” The original author was God Himself when He wrote the Ten Commandments on the two tablets of stone and gave them to Moses. The Lord said to Moses, “Come up to me on the mountain and stay here, and I will give you the tablets of stone, with the law and commands I have written for their instruction” (Exod 24:12).

When God spoke orally to Moses, the statutes and the covenant that He (God) expected Israel to follow, Moses wrote them down in the book. When Moses took the book and read it to the people what the Lord had commanded them, they responded with one voice, “Everything the Lord has said we will do” (Exod 24: 3, 4, 7). Most of the Old Testament prophets after receiving the message from the Lord were instructed to write them down for dual applications that is for the people who were living as well for those who would come in the future. Isaiah was instructed to write the message in the book for the time to come and everlasting. “Go now, write it on a tablet for them, inscribe it on a scroll, that for the days to come it may be an everlasting witness” (Isa 30: 8). Likewise Jeremiah was asked to write all the words that God spoke to him; “This is what the Lord, the God of Israel, says: “Write in the book all the words I have spoken to you” (Jer 30: 2). The vision, which was given to Habakkuk, was to be written such that whoever was to read it would run with it; “Then the Lord replied: ‘Write down the revelation and make plain on tablets so that a herald may run with it’” (Heb 2: 2).

In the New Testament, Christ supported the existence of scriptures and He confirmed that they testify of Him. “You diligently study the scriptures because you think that by them you

possess eternal life. These are the scriptures that testify about me.” (John 5:39). Paul writing to Timothy instructed him to read the scriptures through which he could be spiritually edified, guided and trained in righteousness (2Tim 3:15-17). According to Peter all Bible authors were inspired giving the scriptures authority of God’s instruction. “For prophecy never had its origin in the will of men; but men spoke from God as they were carried along by the Holy Spirit” (2Pet 1: 21). In the last book of the Bible, God used scriptures to warn the seven churches of their iniquities and short coming (Rev 1: 11).

The Bible being the central book for evangelism greatly supports the work of Literature evangelism. In the Seventh-day Adventist church, this kind of evangelism is fully accepted and history reveals that was part of the foundation of this church. Let us now examine the historical background of this work.

History of Literature evangelism in the Seventh-day Adventist Church

Literature evangelism in the Seventh-day Adventist Church traces its way back to 1848. A vision came to Ellen G. White and she wrote, “At a meeting held in Dorchester Massachusetts, November 1848, I had been given a view of the proclamation of the sealing message, and of the duty of the brethren to publish the light that was shinning upon our pathway.”¹ Literature evangelism begun as a vision to Ellen G. White from God and Joseph Bates traces the history when he wrote, “Elder and Mrs. White while holding a meeting at Maine with the believers in October 20-22, 1848, the truth connected with the Adventist message came to E.G. White.” He continues to say that, “A month later they were with a small company of brothers and sisters, before the meeting commenced, some of us were examining some of the points in the sealing

¹ Ellen G. White. *Colporteur Ministry* (Mountain View, CA: Pacific Press, 1953), 4.

message; some difference of opinion existed about the correctness of the view of the word ‘ascending’.”¹

Literature evangelism had a humble beginning, and started even before the Seventh-day Adventist church had been organized. It begun as a family assignment to the home of the Whites, through which Ellen White writes; “I have a message for you. You must begin to print a little paper and send it out to the people. Let it be small at first, but as the people read, they will send you means with which to print, and it will be a success from the first. From this small beginning, it was shown to me to be like streams of light that went clear around the world.”² Joseph Bates adds to this testimony when he says; “having seen and heard from the lips of Ellen Harmon that, ‘Yea, publish the things thou hast seen and heard, and the blessing of God will attend to you.’”³ From this humble beginning it is indicated that publishing work was begun as early as 1848 with the Whites’ family from which the Seventh-day Adventist church later developed. Before the Seventh-day Adventist church was organized in 1863, publishing work was already in existence so it may be termed as the mother of the Seventh-day Adventist church.

Literature Evangelism in Uganda Union

Due to unavailability of documented literature to show how literature evangelism started and progressed in Uganda, the researcher carried out a verbal interview with Pr. Balam Kirya – the former Uganda Union Publishing Director and a long serving minister in the Field of Publishing Ministry. In our interview, Pastor Kirya told the researcher that literature evangelism

¹ Ellen G. White. *The Publishing Ministry* (Mountain View, CA: Ellen G. White Estate, 1983), 8.

² Ellen G. White. *Life Sketches* (Mountain View, CA: Pacific Press, 1915), 71.

³ Joseph Bates. *A Seal of the Living God* (n.p. 1849), 21.

was introduced in Uganda in 1960 and Pr. Isabirye Lamecca -now deceased, was the first Publishing Director. Pastor Kirya joined the Canvassing Ministry in 1967 and in 1968 he was appointed to be an assistant Publishing Director based in the eastern side of the country. A good number of literature evangelists were recruited and trained and in the 1970s there were over 300 full-time literature evangelists and an unlimited number of part-time evangelists. Between 1970-1980, Pr Kirya said Uganda was the leading country in the literature evangelism work in East Africa. When Idi Amin, - President of Uganda 1971-1979, banned the Seventh-day Adventist church in 1978, literature evangelism was not banned but it continued until the book stores were emptied.

Between 1980 and 1990, literature evangelism in Uganda was virtually non-existent because there were no books, no publishing leadership and no literature evangelists. It was in 1991 that the ministry was resurrected and 110 full-time literature evangelists were recruited. As the years progressed, the number of literature evangelists started dropping down to the current status of only five full-time and six part-time Literature evangelists.

Pr. Kirya cited a few secretes of the success of literature evangelism by pointing out that at that time, there was a high relationship between the church leadership and the workers in the Publishing Ministry. He further noted out that the leaders who were put in leadership positions were literature evangelists implying that they were knowledgeable about the ministry and these literature evangelist's leaders were purely responsible for only literature evangelism not loaded with other departments. Even in Local churches, no pastor was allowed to minister any church unless he had worked as a Literature Evangelist and it was mandatory that his churches have some literature evangelists. The Mission and Fields were tasked to supervise all Adventist Book Centers (ABCs) and recommended all the staff within those ABCs. The commitment to duty of

the literature evangelist then was high and the economy too was very favorable. As motivation strategies, the pastor mentioned that at the end of each year there were incentives given to workers who excelled and this motivated others to improve their performance the following year. He wound up by admitting that things have changed greatly in this age and the decline of the work according to him is equated to multiple factors but he had hope that if the leaders could re-focus on the basics of the ministry, the work will be revived.

Literature Evangelism in Central Uganda Conference

Central Uganda Conference formerly called Central Uganda Field covers 24 political districts of the country. The population estimate in these districts according to the 2010 estimates is 6,152,796 people. These people carry out different economic activities that include crop and live-stock farming, fishing, trading and many other subsidiary activities. “Kampala Zone where the capital city of Uganda is located has a population of 1,189,142 people”¹. This is an opportunity for literature evangelism because most of the people are financially stable and literacy levels are also high. “Records from the Publishing office at Central Uganda Conference show that in the early 1990 there were over 40-60 full time Literature evangelists but the number began falling from late 90s to almost negligible in the late 2010s.”² Unfortunately there were no visible specific reasons for why Literature evangelism in this territory has not progressed as per expectation. Currently only five Literature evangelists work as full-time while six are working as part-time Literature evangelists. It is the reason why this research is carried out to establish what could be the underlying factors/reasons and then establish the right strategy for improving the work.

¹ [http://www. en.Wikipedia.org](http://www.en.Wikipedia.org) (2010) s.v. “Kampala District”

² Central Uganda Conference, Literature Evangelist Service Records file, (1992-2010).

CHAPTER 3

DESCRIPTION OF LOCAL SETTING

Seventh-day Adventist Church in Kampala Zone

Kampala Zone has 14 church districts with a population of about 80,000 church members scattered over a radius of about 10-15 km. Sabbath school membership ranges between 200,000 - 300,000 persons while the population of Kampala according to the “GeoNames geographical database July 30, 2010 is 1,353,189 people”¹. According to the statistical report of the central Uganda conference, the rate of growth of church membership is about 5% with an average baptism of 4000 people made annually. If all the Adventist in Kampala Zone were Literature evangelists, the ratio of evangelist to non - church members would be 1:17.

The common economic activities of people within Kampala Zone are mainly trading and office work which provides opportunity for literature evangelists to have a fair ground of working. Unfortunately, this opportunity has not been used. As the survey showed in this region, there are only five fulltime and six part-time workers, which render most of the people unattended. The books sold also are far less than the expected because a credentialed Literature Evangelist is expected to sell books worthy the salary of either Category A or B. The Licensed Literature Evangelist who is considered to be in scale B of the workers in Kampala Zone ought to sell books worthy Sh.650, 000 which is 80% of scale A.

¹ <http://www.geonames.org> (July 2010).

The researcher carried out a survey using interview and questionnaire to know what is the trend of literature evangelism in Kampala Zone, what could have caused the decline in the work, then determine the strategy for revitalizing it. According to one of the respondent interviewed, a long serving Publishing Director, literature evangelism declined due to several factors, which included:

1. Additional responsibilities given to the Publishing Directors who worked as promoter and trainer of literature evangelists.
2. Management of Adventist Book Centers by the Union, which has no literature evangelists.
3. Low commitment of literature evangelists to the work.
4. Low support from leaders to the work of literature evangelism, especially from the conference level.
5. Inappropriate training offered to the new literature evangelists and lack of motivation given to the serving evangelists.
6. The use of a foreign language in almost all the books being sold which bars some people from acquiring them.

The questionnaire developed focused on five variables, which included: Recruitment style, training and mentoring style, spiritual life style, financial management, motivation and retirement plan. The survey was conducted among active literature evangelists, church members, conference workers and leaders, members of institutions, union workers and retired ministers.

The reason why specific kinds of people were selected for interview and questionnaire survey was due to the uniqueness of the survey which required special knowledge of the subject in question. One hundred people who were interviewed were distributed as indicated in Table 1.

Table 1. Distribution of interview respondents

Category	Literature evangelists	Conference Officials	Union Officials	Retired Ministers	Church Members	Institutions	Total
Number	10	2	2	3	77	6	100

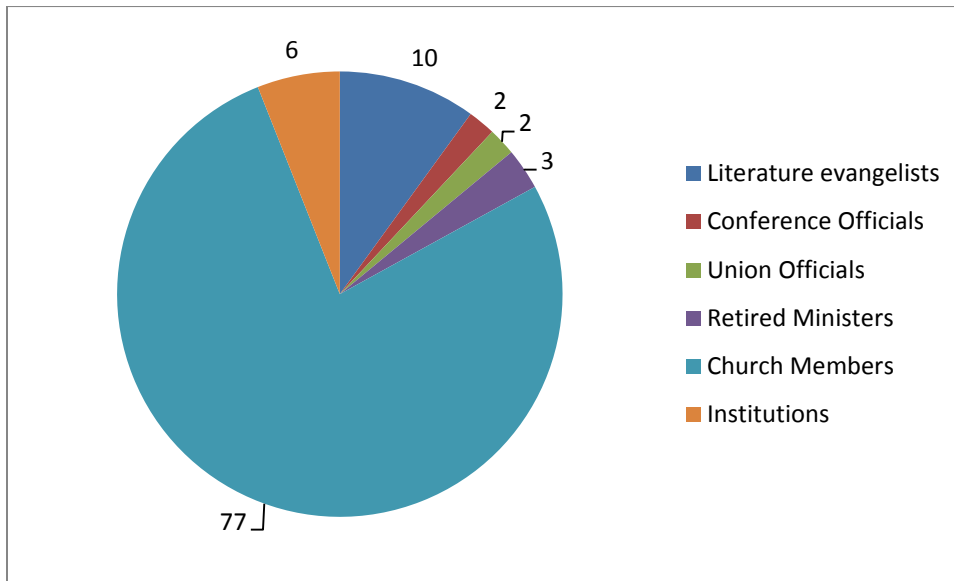


Figure 1. Distribution of interview respondents

In tables that follow, SA represents Strongly Agree, A is Agree, D is disagreeing and SD is strongly Disagree. The data shown in the tables below specifically showed the respondents' views on the parameters that were researched on; i.e. the recruitment style of the literature evangelists, the training and mentoring style, the spiritual life, financial management and the motivation and retirement plan. The researcher assumed that these factors could directly or indirectly affect the progress or failure of literature evangelism work as well as the sustainability of literature evangelists. Under each parameter, several other factors were considered and the details of the responses are tabulated in the figures below.

Recruitment Style

The table below shows the responses on the issue of recruiting literature evangelists. The researcher did not get a documented formal style of recruiting literature evangelists but since this work is like any other kind of work, some factors were considered important to note which could determine the quality of the workers to be recruited and performance outcome..

Table 2. Recruitment style.

	SA	A	D	SD
Formality in recruiting Les is followed	9	27	15	12
Recruitment of Les is usually done by church Pastors	12	30	12	9
Recruitment is a one event activity	15	12	15	21
Recruitment is done regularly	0	30	24	9
Recruitment is also done by existing Les	3	21	30	9
Recruitment is done both in churches and Institutions	6	33	18	6
There is critical examination of Les before recruitment	9	21	21	12
Recruitment is given ample promotion before it is done	0	24	27	12
Recruitment is supported by Leadership of church	12	42	9	0
Evaluation of recruitment is done periodically	0	21	33	91

The table shows that 46.3% were in agreement with the requirements in recruiting literature evangelists while 53.7% disagreed. Ellen G. White advises that, “There must be careful scrutiny of the literature evangelist selected to do literature evangelism.”¹

Literature evangelism is such an important ministry in the Seventh-day Adventist church because history says it acted as one of the foundations that brought this church in existence. Joseph N. Hunt one of the long serving leaders in the Seventh - day Adventist church in the literature evangelism work had this to say in his book “No Higher Calling”,

“The publishing work played a major role in the beginning of the Advent message. When the publishing work moves forward, the church moves forward.

¹ Ellen G. White, *Colporteur Ministry* (Mountain View, CA: Pacific Press, 1953), 23

When the publishing work is strong, God’s church is strong. The church dares not neglect that which provides her most effective power. The church must give her attention to the canvassing work. Then will she go forth as moon, clear as the sun and terrible as an army with banners”¹.

Any value attached to the business determines its success and sustainability. Rudi H.

Henning wrote that, “Everything in life requires an investment. Individuals decide what price they are willing to pay and their effort determines their return”².

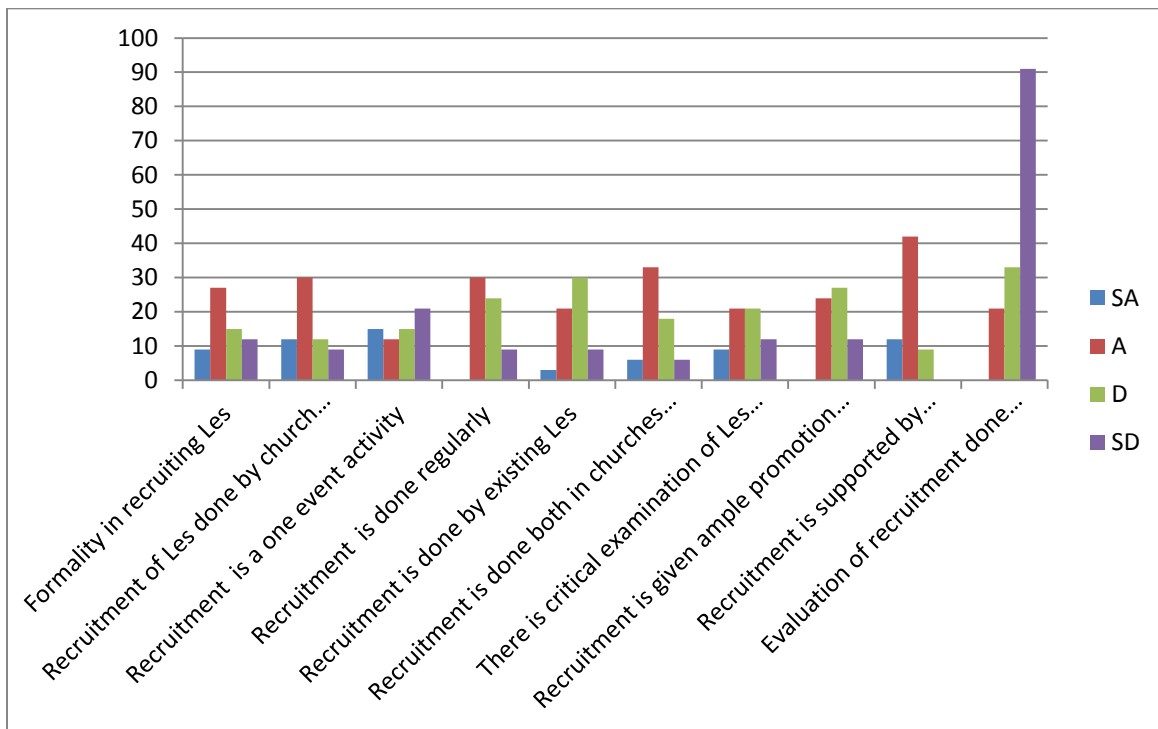


Figure 2. Recruitment style.

From the survey conducted about the nature and procedure followed during recruitment of literature evangelists, it was found out that there was no formal procedure or factors

¹ Joseph N. Hunt. *No Higher Calling*. (Washington DC: Review and Herald, 1928), 13.

² Henning H. Rudi. *Highways to Carrier Literature Evangelism*. (Silver Spring, MD: Publishing Department GC, 1993), 9.

considered during the recruitment exercise. This is contrary to the advice given that, “there must be factors considered before one is recruited in any businesses”¹. Effective recruitment results into organization getting right and competent workers which results into organizational development and employee. The survey did not show any particular person designated to recruit literature evangelists, there is no goal or target of the number of literature evangelists to be recruited in a given period and there is no particular institution from where literature evangelists should be recruited. The conference leadership of the church did not seem to have played a major role in the recruitment exercise of literature evangelists, nor from the local church leadership. The Bible advocates for supporting those laboring in God’s work especially the weak. It says, “In everything I did, I showed you that by this kind of hard work we must help the weak, remembering the words the Lord Jesus himself said: ‘It is more blessed to give than to receive.’” (Acts 20:35).

The training given to the newly recruited literature evangelists seemed to be inadequate because it could not facilitate them to work and generate their own capital for sustainability. It was reported that almost all recruited literature evangelist hardly come with cash to purchase books and this hinders a good number of them to join the work. The Publishing Director who would have been the person to assist in devising means to generate capital to these workers was found to be too much engaged with other departments that consume most of his time.

¹Stuart Buglass, “5 Pitfalls Employers Encounter when Hiring Foreign Employees” <http://www.humanresource.about.com> (November 2010)

Training and Mentoring Style

The table below shows the survey that was conducted to determine the impact of training to the literature evangelists. This factor was assumed to matter extensively to the sustainability level of the workers in the Ministry. Responses were given as summarized below in figures.

Table 3. Training and mentoring

	SA	A	D	SD
The training given to Les is adequate	3	12	36	12
There is constant Training and Mentoring of Les	3	18	36	6
Trainers and Mentors are easily accessible	0	24	36	3
Training materials and facilities are appropriate	3	27	24	9
There is lack of evaluation of trained personnel	6	30	18	9

According to the respondents, the trend shows that 40% were in agreement with training and mentoring given as being adequate while 60% disagreed. The results also portray a picture that the training that is given to Literature evangelists is quite inadequate and the percentage of those who were supervised and mentored was relatively very low compared to those who were not supervised.

The respondents affirmed that even the trainers are unavailable to the literature evangelists because not even one person strongly accepted the trainers are available. This is simple mirror to tell the real inexistence of the work because trainers are the ones who make things happen but if they are inaccessible, little is expected to happen anywhere.

Furthermore the responses show that there is virtually no training material for the literature evangelists, which also signifies that work-done is according to one's thoughts not necessarily that there are set procedures to follow. If there could be any evaluation done for those who have been trained, there was no record showing when it was last conducted.

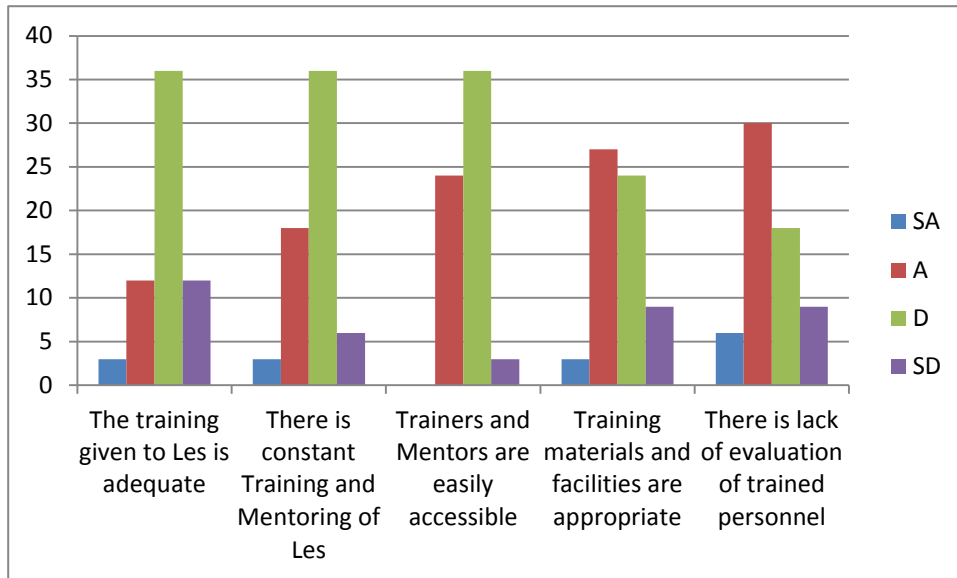


Figure 3. Trend of Training and Mentoring of literature evangelists

Training and mentoring are such essential components that a lack of them may lead to the decline of the work. From the survey that was conducted, it was shown that the training done is very inadequate and irregular. Furthermore it was clearly pointed out that even accessing the trainers was too difficult and the materials that would be useful to the literature evangelists in assisting them to carry out the work was unavailable. Evaluation, which could have shown the true picture of the literature evangelism work in the zone, is rarely done. Commenting on the exercise of carrying out training and mentoring, Fritz Ridenour had this to say,

“People ought to get involved in the Mission after knowing whom they follow e.g. Jon.10:1-21. Sheep follow a shepherd whom they know so likewise Christians accept to follow Christ and do His work after knowing Him. It is the responsibility of leaders to lead the people in the right path. When Jesus calls Himself ‘The good shepherd’, He is telling all Christians to get involved with other people just as he did. Fritz Redenour further goes ahead and quotes Chaplain Bernie Wind miller who served in the Vietnam War that, the reason why he kept his soldiers in the battle was by being with them. Wind miller said, ‘I really feel this, I must be where my men are to do to them any good for some day I may be able to snatch them from the burning’¹.

¹ Ridenour Fritz. *Tell it like it is: How Not to be a ‘witless witness*. (Glendale, CA: Regal Books Division, 1972), 115.

The importance of conducting different training sessions and mentoring of Literature evangelists are essential factors if Literature evangelists are to be maintained in the work. Dr. Gary E. Tangeman in his book *The Disciple making Church in the 21st Century*, had this to say concerning the importance of constant training: “Lack of regular training also keeps the work dull or destroys it. People are too busy for life that it’s easy to lose sight of our Mission in the world. God’s people need ongoing training in evangelism in order to keep their vision fresh and their skills sharp. Research reveals that as many as 98% of all believers today are not confident or effective when it comes to sharing their faith with others.”¹

While training and mentoring is so essential for the development of the work and the worker, Myron Rush one of the leadership and management guru points out an important factor of working relationship as the cohesion that binds the worker and the leadership when he said that, “It is important to realize that the time and effort spent planning, organizing, leading, staffing and evaluating will be largely unproductive if the leader fails to develop and maintain good working relationship.”²

The survey showed that literature evangelists were working independently. Collaboration and consultations from their leaders were very minimal. Lack of training and mentoring sessions indicate the absence of leaders while literature evangelists constantly need these leaders for advices and counsel. training helps the trainer to identify any weakness that may be underlying in the literature evangelist and the latter can also acquire knowledge and wisdom through training. The mentoring given to the literature evangelist is directly proportional to his/her performance.

¹ Gary E. Tangeman. *The Disciple Making Church In the 21st Century*. (Fort Washington, Pennsylvania: 1996), 270.

² Rush Myron. *Management: A Biblical Approach*. (Nairobi: Word Alive Publishers Limited, 2002), 58.

The energy invested in the training will also influence the commitment that an evangelist will have in the work. If the leader doesn't show much enthusiasm in the work through the training and mentoring, it will also be reflected in the way the literature evangelist will reciprocate in the work.

Spiritual Life Style

The table below shows the results of the survey that was carried out to determine the level of spirituality of literature evangelists. It was assumed that spirituality plays a major role in the performance of literature evangelists since their sole purpose of work is distributing spiritual materials. The responses below tried to evaluate the spiritual level of the literature evangelists as indicated in the figures

Table 4. The spiritual life style of literature evangelists

	SA	A	D	SD
Literature evangelism requires Spiritual workers	56	24	0	3
Les quit from the work due to Spiritual deficiency	6	27	24	6
It is difficult to develop spiritual life in canvassing work	3	27	15	18
Spiritual life facilitates success in canvassing	27	36	0	0
There are rarely spiritual revival meetings with Les	18	24	21	0

The respondents indicated that 72.5% agree that literature evangelism is a spiritual work, thus its success requires spiritual dedication. Only 27.4 % indicated that little spiritual life is required to do this work. Truly the researcher could not verify the level of spirituality of literature evangelists but one factor was noted that not all literature evangelists entered the work for purposes of spreading the gospel through printed pages. Some evangelists came in to earn a living while others were only passing through to reach other means. The responses showed that there was few revival meetings conducted among these evangelists and this could possibly

contribute to high rate of evacuation or dropping out of the ministry. Most of the respondents agreed that spirituality strengthens literature evangelists and contributes to their success. Since literature evangelism is solely a Spiritual work, it is equivalently certain that lack of spiritual life automatically parallels with literature evangelism. Spirituality decline could have also contributed to the failure of some literature evangelists.

Respondents seemed to be partially agreeing that it is difficult to develop spiritual life in literature evangelism. Verbal interview with the literature evangelists showed that much time is spent in looking for money other than sitting down and concentrate on spiritual issues. On the contra side, some literature evangelists disagreed saying that through literature evangelism, evangelists can develop spiritual life because all the literature they are selling is composed of spiritual matters which enhance literature evangelists to study them if they are to sell them. By studying the materials frequently, literature evangelists are expected to develop their spiritual life style.

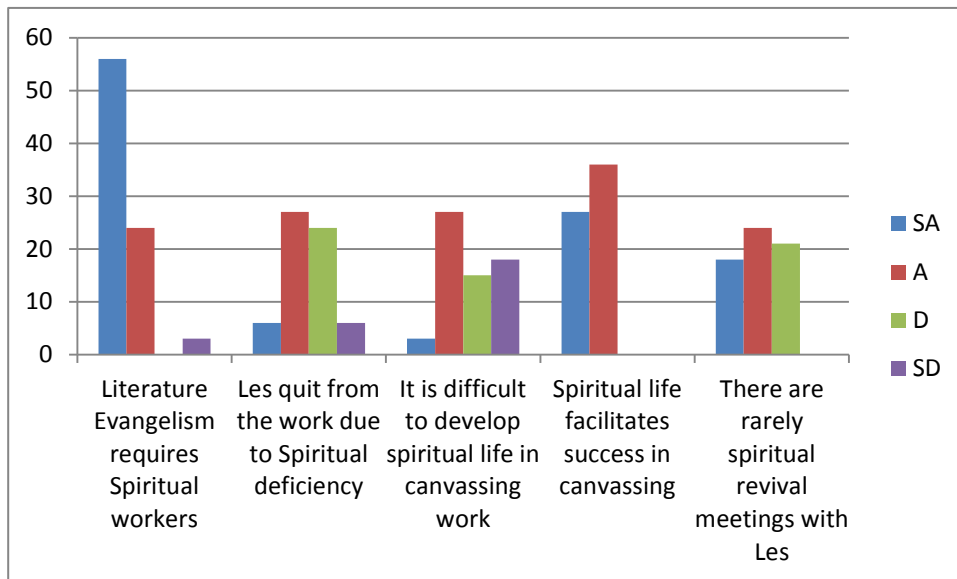


Figure 4. Relationship between spirituality and Literature evangelism.

God's intention is to pour His Spirit to all people especially to those in His work. Johnson amplified the role of the Spirit when he wrote that, "God has not promised that Christians will be supercharged with the power of the Holy Spirit in a noticeable way at all times but he does assure us that we can walk continually in the power of the Spirit before us, either for witnessing or for worship"¹. Spiritually lead literature evangelist works for saving souls money will not be the main driving force. Constant revival meetings are catalyst to spiritual growth and motivation for workers to abide true to their calling. Over 80% of the books in the Adventist book centres are spiritually inclined which is an advantage to develop the spiritual life of literature evangelists if rightly used. The survey showed that while these evangelists have all the access to these books, they rarely read for their spiritual growth and this contributes to their spiritual decline

Financial Management

The table below shows the results of the survey carried to determine the effect of financial management in the literature evangelism work. The whole work of literature evangelism revolves around money because it involves in buying and selling books. This makes it imperative to know the effect of financial management for the success of these workers

¹ Carrol, Johnson Shewmake. *The Worshipping Heart. Key to a Relationship with God.* (NT, CA: Review and Herald, 1998), 62.

Table 5. Literature evangelists' level of financial management

	SA	A	D	SD
Literature evangelism revolves around money	6	27	18	12
Most Les are good financial managers	6	24	27	6
Money is not an issue for Les' success	3	12	21	27
ABCs contribute to Les' success by giving them debts	3	27	24	9
Savings reduce Les' financial power and retards the job	6	18	27	12
Les's indebtedness ends up vacating from the work	12	30	18	3
Auditing of Les, ABCs & HHES is periodically done	12	24	15	12

The analysis shows that 47.6% agree that literature evangelism revolves around money while 52.6% do not agree that literature evangelists are motivated by money. This is a unique phenomenon because it reveals both sides being so important. It is difficult to rule out the influence of money in the success of any worker although it cannot be concluded that it is the determinant of one's success. From the table 5, only 6 out of 63 strongly agreed that literature evangelism entirely revolves around money and this is evidenced with the respondents that most of the literature evangelists are poor financial managers. But does this imply that money doesn't have any use in the success of the literature evangelist? Ron Appenzeller former GC Publishing Director, in his book *Basic Literature Evangelism* underscored the importance of professionalizing salesmanship when he wrote, "Literature evangelism requires professionalism. Whether selling ideas, plans, products, or services, all require basic principles of salesmanship. Selling deals with the most sensitive and delicate of all things - the human mind. It is a skill that can be acquired in order to become a professional salesperson"¹.

The researcher discovered that some literature evangelists had been given books on credit, a factor that lead many literature evangelists to leave the work after failing to pay their

¹ Ron Appenzeller. *Basic Literature Evangelism*. (United Kingdom: General Conference of Seventh-day Adventists church, 1989), 33.

respective debts in the Bookstores. Those who were still working were just limping due to inadequate stock in their bags. This further caused some losses to the Bookstores because of the unrecovered debts from the evangelists. The respondents showed that periodical evaluation of Adventist Book Centre (ABC), Home Health Education Service (HHES) is done although some recommendations are not attended to. literature evangelists rarely save any money for future use, a thing that threatens the future prosperity of these evangelists.

While money may seem to affect the performance of literature evangelists, Christian commitment plays the major role according to Dr. Gebre Worancha. He said, “Throughout the Christian era, God used Bible literature as one of the means to invite mankind to His Kingdom. Its distribution does not have age limit or gender but needs someone’s commitment and conviction to do so. In Ethiopia, over 67% of Seventh-day Adventist members came to church through literature related means”¹.

The Bible advocates for total commitment in whatever man does because it will determine the rate of success. Christ talked to His listeners that, “For where your treasure is, there your heart will be also” (Matt 6:21). If literature evangelists could totally commit their lives in the work of literature evangelism, a change would be registered both in the work and the workers.

Financial management caused even the loss of some workers who were serving in the Bookstores. Debts in form of books had been given to literature evangelists and no sureties were given by the debtors as guarantee in case of failure to pay back debts. Besides Literature evangelists, even the Adventist book centre managers were not exempted in taking personal loans in form of books and this caused a heavy financial deficient. Because of delayed auditing

¹ Gebre Worancha. *I must Preach this Gospel. God’s Mission and Accountability of His church in this End-Time*. (Korea: Everlasting Gospel, 2009), 92.

of the book centre in Kampala zone, it tempted the ABC managers to use some they money required for their personal use without any one checking them.

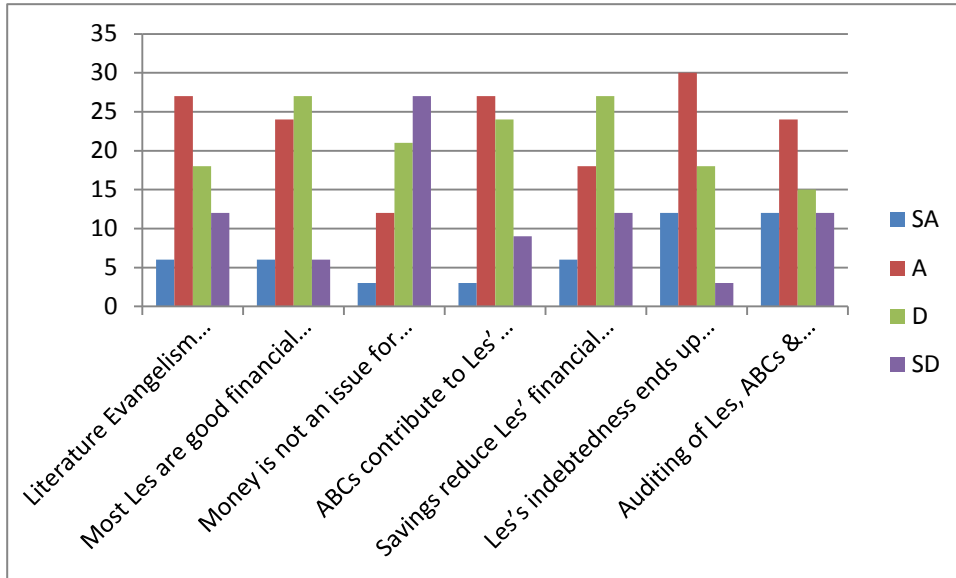


Figure 5. Relationship between finances and literature evangelism

Motivation and Retirement Plan

The table below shows the respondents' views on the effect of motivation and retirement plan for the literature evangelists. Motivation is assumed to positively affect the level of performance of workers. Literature evangelists' motivation was likely to impact the level of their performance together with the retirement plan.

Table 6. Motivation and retirement plan for literature evangelists

	SA	A	D	SD
Les are frequently motivated by their leaders	6	42	9	6
Les receive their benefits as per policy	6	42	12	3
Feedback reports are provided to Les	3	42	15	3
Les who cannot measure-up are assisted to perform	9	33	18	3
Annual or Biannual Institutes are held for Les' revivals	3	15	27	18
There is a firm ground for Les' retirement plan	6	24	21	12
Church-leadership support the work of Les	6	45	12	0

From the respondents in the Table 6, 63.7% agreed that literature evangelists need constant motivation for the betterment of their performance. Only 36.3% disagreed that motivation isn't essential to the workers in literature evangelism.

Motivation is a factor that may be thought of that could drive literature evangelists to fulfill their required goals and objectives. Lack of it automatically kills the spirit of working or results into shoddy products. According to Publishing Ministry Policy, there are some specified benefits that a qualified literature evangelist should get. Some of them include: allowance for illness, scholarship to worker's children, house rents, bonuses and retirement allowances, to mention a few (ECD Working Policy-7th Edition p.287-292).

The survey showed that rarely do these benefits as stipulated in the policy given out to the qualified literature evangelists and this also could contribute to the drop-out as well as in demotivating these workers. John C Maxwell while commenting on motivation of workers had this to say, "The growth and development of people is the highest calling of leadership. All growth begins with motivation. Questions that a leader should ask which lead to motivation include:

‘What do they want?’ ‘Do they have a way of getting what they want?’ ‘Will they be rewarded if successful?’¹

From the survey conducted, it was discovered that literature evangelists rarely meet their leaders for counsel, advice or taking them out in the field to do canvassing. It was reported that benefits as stipulated in the policy are just mentioned but never given out for reasons well known to the leadership. No feedbacks are given to literature evangelists to show their quarterly or annual performances, a factor, which would have caused improvements or created a competitive spirit among workers. No emergency fund was found in place, which assists literature evangelists in case of sickness or accidents as stipulated in the policy (298). It was discovered that instead of conducting annual or bi-annual literature evangelists’ training sessions where these workers are revived and given their respective benefits, only a small weekend meeting was prepared after an elapse of over three years. Service records were found to be in place for literature evangelist from which their retirement benefits are to be computed but they are rarely shared with the workers themselves. This prevents the worker from knowing the importance of reporting which in a long run will determine his/her retirement benefits. The survey also showed that as Conference leadership responsible for monitoring Kampala Zone Literature evangelists, rarely did the work of visiting these workers or know what happens within their day-to-day execution of duties.

¹ John C. Maxwell. *Developing the Leaders around You*. (Nashville, CA: Thomas Nelson 1995), 107.

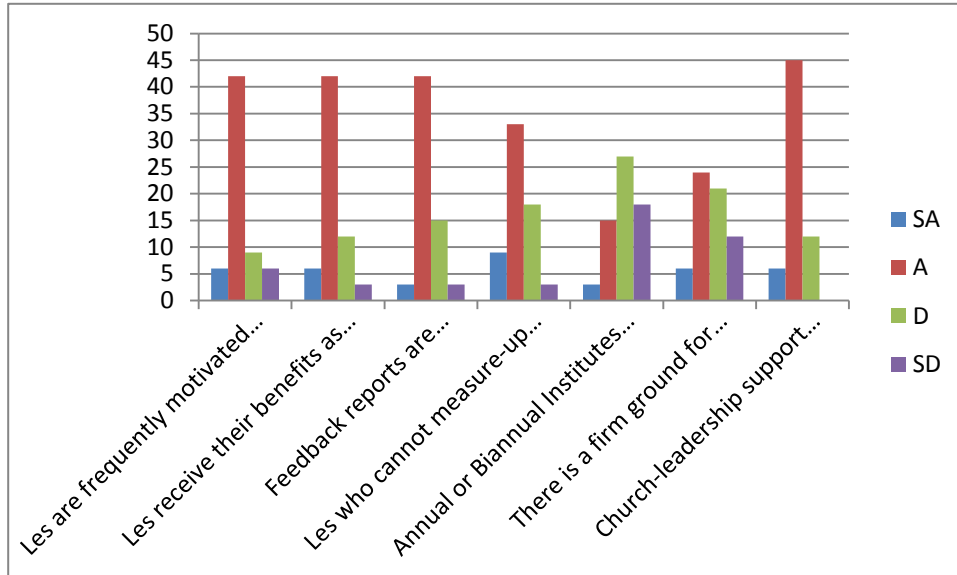


Figure 6. Effect of motivation in literature evangelism

Once the leaders fail to fulfill their expectations, chances of workers to leave the job is quite great. If a worker is to be given his/her dues, it's this reward that keeps this worker moving forward. It is evidenced from the behaviors of these literature evangelist that if the organization fails to pay its workers their rights, it will in a long run turn to be a loss to the organization.

From verbal interview with Home Health Education Service personnel (HHES), it was highlighted that some literature evangelists instead of concentrating on distributing the denominational materials i.e. books, magazines or periodicals, they engaged in selling other books from the commercial book stores which provided them with some other books especially those used in schools' curriculum. The experience they got from selling church books instead was transferred to sell other books hence resulting into the decline from doing church work.

Commitment of literature evangelists to the work of literature evangelism was also lacking. Their concentration to distributing denominational materials was not as much as to distributing other materials outside the Adventist Book centers. Interview with some Literature

evangelists to know why they engaged more in distributing other books other than those from Adventist Book Centres did not yield to substantial reasons because no one was open to disclose the proper reasons other than replying that the church knows better. The researcher suspected that these literature evangelists were looking for survival in all their dealings.

The Conference leadership especially the Publishing Director admitted that due to high demands from his office because of the many attached departments, it was very difficult to do the supervision and monitoring to the literature evangelists as he desired besides being without an assistant publishing department director. Demands of work from other departments tend to pull him much more than the publishing department which required the conference leadership to think of re-arranging the departmental leadership and attachment of departments if the literature evangelism is to improve.

CHAPTER 4

PROGRAM DEVELOPMENT

Preparation

Before literature evangelists are recruited, there must be conditions, rules and procedures that ought to be followed for the purpose of fulfilling the objectives of the mission. This calls for critical examination for each particular individual applying for work and avoid just filling in numbers. “Youth who are spiritually true and committed to this calling should be recruited in the work of Literature evangelism”¹. Recruitment should not target only local churches but should be extended to institutions where vibrant youth with higher knowledge of education can be recruited so as to penetrate in each and every place. A recruitment form should be prepared and must be filled as required before any literature evangelist is recruited (see Appendix 1).

In order to carry out recruitment in the local churches of Central Uganda conference of Seventh-day Adventist in Kampala zone, a request letter to the Conference Secretary shall be written to get official permission to do the recruitment (see Appendix 2). This letter was written and submitted to the conference and permission was granted (see Appendix 3),

The targeted audience to recruit literature evangelists will include local churches, schools and higher institutions of learning. The personnel to do the recruiting will involve; literature evangelists, institutions workers like pastors, evangelists, schoolteachers and heads of

¹ Ellen G White. *Colporteur Ministry* (Mountain View, CA: Pacific Press, 1990). 19.

institutions. There must be a target of the number to be recruited and according to the researcher, the target for Kampala zone is 200 literature evangelist before the end of the year 2013. The conference leadership as the main supervisor of these workers is to be involved in the recruitment program and evaluation of the literature evangelists recruited should be established to determine the rate of progress concerning the recruitment done. While there is a need to have as many literature evangelists as possible, careful scrutiny will be done to ensure that right people are recruited. The norms, teachings and beliefs of Seventh-day Adventist church shall be considered in that as church pastors are recruited, the same principles shall be followed. A copy of evaluation form showing the number of literature evangelists recruited from each institution is attached (see Appendix 4).

Training and Training Materials

Training is an important aspect of development of a worker. Both the trainer and trainee should be in love with the work in which the training is being done. It is believed that ‘there is no success without a successor’. If literature evangelism is to pick up its expected strength, then move and prosper according to the design, there must be serious training done to these evangelists.

John C Maxwell in his book *Developing Leaders around you*, quoted Zig Ziglar having said “Success is the maximum utilization of all the ability that you have. I believe a leader’s success can be defined as the maximum utilization of the abilities of those under him”¹. This implies that the success of literature evangelism is entirely dependent on the training and mentoring given to the literature evangelists. Even the Bible is very emphatic on the way people

¹ Maxwell C. John. *Developing the Leaders around You*, (Nashville, CA: Maxwell Motivation, 1995), 15.

are trained because it determines an everlasting impression. “Train the child in the way he should go, and when he is old he will not turn from it” (Prov 22:6). It is easier to recruit Literature evangelists but fail to ground them in the work. The training materials and the trainer determine a lot of the success for a worker. Relevant resources for this particular kind of work should be consulted to get right materials. Basic resources include: Colporteur Ministry, Publishing Ministry, Basic Literature evangelism, Closing the sale, Handling Objections, quarterly Literature Evangelist Magazine and some others accordingly. The venue to carry out the training should be conducive to enable the learning aspect. Timing should also be considered because if not properly planned, many who would have been trained may fail to appear due to hindrances that may be attached to them.

According to the response from the interviewee, one of the reasons that failed the literature evangelism work is loading the Publishing Director –who is responsible to do such kind of trainings, with different departments. “The ECD working policy requires that a full-time Publishing Director should look after 15 literature evangelist and when the number exceeds 15 literature evangelists, an assistant must be appointed”¹. This gives sole attachment of the Publishing Director to the evangelists in order to give constant trainings and mentoring other than appearing once after a long a period of time.

The director should come up with a training kit, which can be used even with the assistants, and this kit must have evaluation instrument to measure the impact of the trainings given and then show some areas of improvements to be made. For reproduction of leadership, the trained Literature evangelist should be facilitated to train others especially the new recruits so as to affirm in the work and lessening the burden of the Publishing director.

¹ Working Policy. 7th. Ed. (East-Central African Division, Nairobi: 2007), 292.

Denominational workers are also given opportunity to work as Literature evangelists in a period termed as ‘big week’ or ‘big month’ (Working Policy -7th Edition p.301). In this period they too are trained to do canvassing and through the acquired experience, they too can train and mentor new literature evangelists from their local churches or institutions. Ellen G. White puts it this way, “Many of our young ministers and those who are fitting for the ministry would, if truly converted, do much good by working in the canvassing field. All our ministers should feel free to carry with them books to dispose of wherever they go.”¹ The conference leadership should supervise the progress of the new workers through either the weekly or monthly reports, but more especially physical visitation and talking to them.

Spiritual preparations

Literature evangelism is a spiritual work so all workers ought to be spiritually sound. The measure of individual spirituality may not easily be determined but as leadership; emphasis should be given to all literature evangelism workers that this is a spiritual work hence all workers are to be spiritually led. The survey showed that some evangelists left the work due to their spiritual deficiency. From day one of the literature evangelist recruitment, there must be spiritual program enrichment made so as to develop this worker spiritually. Every meeting a session of prayer and Bible study is to be conducted, then at least one or two short meetings in the week for spiritual enrichment is planned and once a month a day for prayer and fasting should be organized.

Literature evangelism should enhance spiritual growth except that this growth isn’t automatic. Most of the books sold are spiritual and spiritually related which facilitates literature evangelists to develop their spiritual life if fully utilized. It will therefore be mandatory that

¹ Ellen G. White. *Testimonies to the Church* Vol.6. (Oklahoma, CA: Academy Enterprises), 321.

before a literature evangelist sells any one of these books, let them be studied for the purposes of knowing what they are about as well as spiritually being edified.

Arrangement to provide spiritual guardians to each literature evangelist is to be made whereby these evangelists shall be grouped into twos or fours and each will receive help from each other. This is also expected to encourage them in canvassing through sharing experience in closing sales or handling objections or disappointments.

Financial and other Resources

Literature evangelism cannot exist without financial transactions or movements. Books are bought with cash and should be sold on cash basis. Financial management is a discipline, which all literature evangelists must acquire. Literature evangelists are expected to come with some cash capital in order to purchase the books and magazines. If the capital is too small, it will take long for this particular literature evangelist to become financially sound and be able to enjoy the work. There must be a minimum capital required to start the work (currently like Ugandan Shilling.100, 000), although it will not be a rule that failure to raise it one may not be allowed to register or begin the literature evangelism work.

The survey showed that some literature evangelists left the work due to mismanagement of finances like excitement of getting big sums of money and end up spending it on nonessential commodities, which are not related to the work. Some were given books on credit but these debts were not paid and this also contributed to the disappearance from the work. The culture of saving is to be initiated however little one may be getting. A saving and purchase card for each literature evangelist is to be instituted and with every purchase made, a portion will be deducted for his/her savings. This saving will also take care of any eventualities like sickness, accidents or paying some bills that a literature evangelist may experience when he/she is not prepared to meet them.

A copy of purchase and savings card is attached to show how the Adventist book center managers shall handle the operations (See Appendix 5).

Motivational Preparations

Any worker deteriorates with time due to several factors, therefore it is important to constantly motivate literature evangelists especially in the times that they don't make any sales or receive abusive words from their clients. Motivation may be in a form of incentives, moral boost or physically move out in the field with them to do canvassing. It is believed that followers will always imitate their leader and if a leader could donate some time to be with literature evangelists, this could be the greatest motivation ever given. Seasonal contests are to be conducted accompanied with specific gifts like transport means, home basic requirements, or simple gifts that can motivate the worker. Time is to be slotted weekly to help the weak evangelists who may be failing to perform to their expectations, also let groups among literature evangelists be established for the purposes of sharing weaknesses and strength. A leader is to be tasked with the duty of following individual literature evangelist performance and in the end be able to evaluate each person using the established evaluation instrument (see Appendix 5).

Monthly report forms that all literature evangelists must submit to show their performance will be instituted and these will determine their corresponding annual benefits and categorize them as credentials or license according to policy. No benefits shall be promised or given to any literature evangelists who are not qualified according to the requirements. These categories shall be computed according to the wage factor of the conference and no partiality shall be made.

Wage factor by policy shall be computed as follows; $(\text{Annual Sales}/\text{Salary} \times 12) \times 100$.

Preparations for revival seminars, annual or biannual institutes should be done in order to give more up to date techniques to the literature evangelists as well as reviving them through messages from various speakers invited in and outside the territory. These meetings help the literature evangelists to share some experiences, testimonies of God's interventions for their rescue and benefit and energize them emotionally, spiritually and physically.

Implementation

Reviving literature evangelism is the key objective for this project. The basic strategy is recruiting, training and deploying new literature evangelists in the field. Furthermore the few old literature evangelists shall also be revived, motivated and charged to revitalize their performance for the benefit of the work and their livelihood. It will also result into increased membership due to conversions from this ministry as well as tithes increase from the increased sales of books and other literature from the Adventist Book centers.

Care shall be taken to ensure that no past mistakes that led to the downfall of the work is repeated. The set program shall be followed in order to reach the expected goals. Step by step checks ups shall be made to realize daily, weekly or monthly-expected sales and celebrations shall be made for any achievement realized. In implementation, also the development of new leaders shall be considered because the more the literature evangelists, the more leaders would be needed.

Work with Conference Publishing Director

Since the Conference Publishing Director is the sole leader of the literature evangelists and a departmental director is in place at the conference to see all the functions in this ministry, the researcher will begin by having a discussion with the Publishing Departmental director to devise ways and means of recruiting, training and deploying new literature evangelists in the

field of literature evangelism. Suggested recruitment methods, training materials, evaluation instruments and motivational means are to be discussed and voted officially as guiding tools for the work. The road map showing what is to be done when, where and by who is to be drawn which will be used as the work plan in the implementation of the programme. Basic policy rules and procedure in the department of literature evangelism shall be highlighted so as to work within the limits of the prescribed regulations. The big task of recruiting 200 literature evangelists shall be downsized in small portions according to congregation or institution to be visited.

In Kampala Zone there are over 48 Seventh-day Adventist churches and most of them are within proximity of the existing Adventist Book Centre (ABC). Besides the local churches, there are over 10 Universities around Kampala which do have chapels that Seventh-day Adventists students do worship. The researcher together with publishing director will visit these university students and carry out sensitization about the importance of literature ministry and eventually carry out recruitment of literature evangelists. The minimum target from each local church should not be less than five while from the universities should be ten and above.

Work with Literature Evangelist

While there are few current literature evangelists, it is important to know why they are still in the work while others quitted long time ago. What could be the factors that led others leave the work; could there be a possibility of reclaiming some back? What areas need improvement or do away with? Is there hope for improvement? The researcher will visit these literature evangelists one by one and seek ways of improving, and then a general meeting will be convened to share the suggestions from the conference and policy so as to have a new beginning.

Open forum will be created so that all thoughts and suggestions will be sourced that can enable the work to have a new vibrant beginning.

Fieldwork is the real gist of this ministry so the researcher is expecting to engage in the fieldwork with the literature evangelists on alternative days and fully experience the atmosphere of the field where books are being sold. The best kind of training is on the job training rather than theorizing the work. Unknown writer said, “A trainer should first train while the trainee is watching, then the trainee does the work while the trainer is watching and eventually the trainee does the work without anyone watching.” Inventory of the past record of these literature evangelists shall be made and ascertain if there was any mess done by the organization then be rectified or the literature evangelist messed up somewhere and also clear it up. Past mistakes will not be carried forward whether done intentionally or by oversight. The Publishing Director is expected to give full assurance of the procedure that is going to be taken so as to revitalize literature evangelism work. All requirements to qualify as credentials or licenses shall be read out and corresponding benefits for the workers highlighted.

Kampala Zone Pastors’ Engagement

Since pastors and their associates are the leaders of these churches in Kampala zone, bringing them on board will enhance recruitment of literature evangelists. The researcher, since he was given opportunity to work in all the churches of Kampala zone, will visit all the pastors in the zone from their respective districts or churches and talk to them about the importance of having literature evangelists in their churches. Ellen G. White advises, “The church must give her attention to the canvassing work. This is one way in which she is to shine in the world. Then will she go forth ‘fair as moon, clearer as the sun, and terrible as an army with banners’¹. If

¹ Ellen G. White, *Colporteur Ministry*. (Boise, Idaho: Pacific Press, 1953), 7.

pastors get to know the importance of literature evangelism, they will be useful instruments in recruiting, mentoring and motivating of literature evangelists in the churches. The researcher is expecting to work with these pastors first to convince them love the literature evangelism then slot some Sabbaths on their preaching calendars to carry out rallies on which literature evangelists are recruited.

Once the local church leadership appreciates this work, it will catalyze those in the ministry to even perform better as well as attracting other church members to join the work. Follow-up of those who may weaken due to some factors will be easy because the leadership will have identified them as literature evangelists. The researcher will also work with these evangelists in the local churches to avail books to the church members and eventually sales will multiply as well as spirituality of the readers will increase.

Recruitment from Institutions

Institutions of higher learning are potential avenues to literature evangelism. First there is ready market for buyers and since there is working class of people and others being potential buyers, there is high expectation of sales. Furthermore these institutions do have elite classes of people who have value for literature and can invest in books however financial handicap they may be. Through these institutions, youth can be reached who are being called for literature evangelism. Ellen G. White continues to say, “The Lord calls upon our youth to labor as canvassers and evangelists, to do house to house work in places that have not yet heard the truth.”¹

The researcher is expecting to meet the heads of institutions, canvass them to support the literature evangelism through buying the books as well as recruiting students to join the ministry.

¹ Ibid., 19

Opportunity to use the scholarships as outlined in the working policy will be extended to the students and those in need of jobs will be given the available chance. “As a special concession to those who are desirous of earning their expenses in school by canvassing with denominational books, the unions, Conferences/fields, HHES, and the schools have united in offering the plan” (ECD Working Policy-7th Edition P. 289).

The recruited literature evangelists both from local churches and institutions shall have training on how to start off with the work of distributing books. These training sessions shall be conducted on monthly basis depending on the numbers recruited. After the general training, there will always be fieldwork where the researcher, the Conference-Publishing director and some experienced literature evangelists shall assist the fresh one in the field training.

Literature evangelists are denominational workers whose labor do not end only in the field but must be recorded and sent to the higher organization. To achieve this, there will always be monthly report forms, which must be filled by each and every literature evangelist. A report is a vital requirement because it is from this that all incentives and benefits are given to the qualified literature evangelist. The literature evangelism policy (ECD working policy 7th Ed. P.292), has specific requirements which publishing leaders must observe so as to determine the workers who have qualified and others who have not for example, ‘A credentialed literature evangelist would require to have worked on a calendar year 1600 hours, sent 44 weekly report an equivalent of 11 monthly reports and annual sales equivalent to the Union wage factor of scale A category’. The researcher and the conference Publishing Director will enforce this requirement because it is the determinant of evaluating the performance of the literature evangelists as well as preparing their service records for retirement benefits. Each literature evangelist must have a retirement file where all his/her performance is recorded and when he/she reaches the retirement

age, all the prescribed benefits for retirement will be given to him/her. For a sample of retirement form, (see Appendix 6).

Evaluation Exercise

Evaluation is the process of cross checking the performance of any worker relative to his/her expectations. Myron Rush had this to say about the importance of evaluation,

Of all the tools at the Manager's disposal, the performance evaluation is one of the most important and valuable. When properly designed and executed it becomes the vehicle through which the organization's philosophy of management is communicated, trust is established, decision-making power is transferred, mistakes are turned into positive learning experiences, proper recognition is given and both subordinates and supervisors' productivity are increased.¹

Evaluation helps in checking milestones as placed during the strategic planning process. Evaluation should be done periodically depending on the magnitude of the workload. It may be daily, weekly, monthly, quarterly or annually depending on the set program. Lack of evaluation may lead to wastage of resources, malpractices in some aspects or total loss in an organization.

Literature evangelism deals with cash and people, which are key resources in development implying that if there is no constant checking of the use and handling of these resources the ministry will automatically sink and dissolve. The responses from the questionnaires given to the people, 65% showed that evaluation among literature evangelists, Adventist Books centres and Home Health Education Service (HHES) was rarely done.

The researcher developed an evaluation form, which he proposes to use especially in evaluating the performance of the literature evangelists. As highlighted by Myron, this evaluation will help the management to identify the weaker points in the organization, strengthen those who are weak, correct mistakes when they are yet fresh and take decision for

¹ Myron Rush. *Management: A Biblical Approach* (Nairobi, Kenya: Word Alive Publishers Ltd, 2002), 58.

improvements where necessary. Evaluation will enable the leader to identify potential leaders who can be entrusted with responsibilities of helping and developing others. (Sample of Evaluation Form, see Appendix 8)

Evaluation Instruments and exercise is a check and balance process which is not aimed at dismissing anybody or trying to catch anyone for any purpose. Evaluation benefits all parties from the organization to the workers and all other stakeholders within the system. Failure to do evaluation small loopholes and mistakes cannot be identified hence amendments made not easy be made and in the end it negatively affects the whole system.

CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

From the survey that was carried out, the decline of Literature evangelism work was constituted by a number of factors. These included but not limited to the following: lack of constant recruitment of literature evangelists, lack of full-time leadership- Publishing Director, who is fully devoted to literature evangelists, compromising some literature evangelism policy issues, lack of fulfilling literature evangelists' benefits and rights, Mishandling of finances both in the bookstores and by the literature evangelists.

Literature evangelism is one of the potential businesses that can be done only if the conference leadership determines to concentrate on recruiting, training, monitoring and evaluate literature evangelists using right personnel.

Literature evangelism also declined due to lack of the support from conference leadership. If leaders were closely monitoring this work especially making follow-up to those who had joined freshly the ministry, the way funds were being handled, facilitating those who were emerging as potential leaders; the work would have been still strong. The management of Adventist Book centers by the Uganda Union, a body that does not have official direct contact with local church members, also constituted to the decline of this work. This is so because literature evangelists in principle are conference workers and their service records are kept at the conference office so if the Union takes up the work of managing Adventist books centers which

deals with supplying books to these workers, it automatically calls for this organization to recruit literature evangelists. The fact that it doesn't have the mandate to go to churches and recruit literature evangelists and even after the literature evangelists' working it cannot keep their service records, it calls the management to streamline the operations as per policy and then it becomes possible for the conference Publishing Director to do his part as required.

Since these few workers in the ministry are also not motivated, the work becomes a means of survival rather than service, which is the main objective. Little or virtually no trainings are being done, no benefits are given even to those who qualify to receive them. Ultimately these literature evangelists also resort to taking books on credits which they rarely pay causing financial losses to the organization as well as chasing away the would be good workers.

Once a worker is not certain of his/her future, it doesn't encourage him/her to perform to his maximum. While there were some records that were found in the office of the Publishing Director showing the performance of some literature evangelists, it was noted that these records are not shared with the workers so as to ascertain their future retirement plan. Verbal dialog with some literature evangelists, they expressed their concern that though there were some evangelists who in their ministerial career forever worked in this ministry, most of them did not benefit from their sweat. It was very difficult to assume that these current ones will benefit even though their predecessors never received anything.

Conclusion

The strategy for revitalizing literature evangelism in Kampala zone is to recruit, train and deploy more literature evangelists in the field of distributing books, monitor critically their performances day by day, motivate them by giving them what they ought to receive and give relevant accountability to the concerned persons. All these can only be done if the department

gets a full time Publishing Director not loaded with any other department and the conference leadership keeps on checking for the progress through monthly reports.

Recommendations

The work of recruiting literature evangelists should be done regularly because man gets tired depending on the numbers of years worked and should never be left to few individuals but every worker in the church like pastors, evangelists, school teachers or heads of institutions should be involved.

There must be a target number of literature evangelists to be recruited every year and the conference leadership should annually evaluate their performance so as to establish the qualified and those who have lagged behind should be assisted accordingly. The conference Publishing Director should come up with a recruitment evaluation mechanism and distribute it to all Kampala zone church workers and institutional leaders so as to have a focused method of recruiting.

The conference should organize to have frequent training sessions weekly, monthly or quarterly. Literature evangelism is a wider ministry hence different trainings can be organized and facilitated by different technocrats depending on the experience of the trainer. This work could be taken like social marketing but with an ingredient of evangelism so the methods of social marketing could also be applied in this field. Lack of training in this particular work is a surety to failure. The trainers must adhere to the obligations of the work, be patient with the workers because drastic changes may not be realized so fast, and be hopeful for a better tomorrow. The Publishing Director should be keen enough to recognize some literature evangelists who could be made assistants and help in training other literature evangelists especially the new ones. It is a true assumption that experienced workers may be better trainers,

therefore, the director should identify potential literature evangelists who could help him to train others.

From the survey conducted, it showed that there is a strong relationship between the person managing the bookstore and the literature evangelist. If the union cannot go down to the local churches to recruit literature evangelists, chances of ABC developments are uncertain. Let the conference, which has churches take the management of these ABCs under the control of the Publishing Director.

When work is done and not reported it is like nothing has been done. The importance of reporting should be emphasized from day one showing the losses that would be encountered if no reports are sent. There must be strict regulations set aside for those literature evangelists who think that they don't lose anything even if they don't report. This is more common among the older workers who are likely to infiltrate the same spirit to the newly recruited evangelists. A literature Evangelist should have enough report forms to give every month and failure to give monthly reports should lead to a penalty being attached to his/her performance record. Also the leadership at the conference should plan to report back regularly, (particularly on quarterly basis) to show the performance of these evangelists other than waiting for a full year to show who has qualified or not.

Evaluation is an exercise that must be done at all levels using the set parameters. As indicated in this project, there should be evaluation of pastors and heads of institution to show their involvement in recruiting literature evangelists. Following the publishing policy requirement, evaluation of literature evangelists should be done annually through literature evangelists' service records to ascertain those who have qualified and to give them their corresponding benefits. The evaluators should emphasize the importance of the evaluation

exercise, not to dismiss or frighten anyone, but to identify some weaker points and advise how to go over them. Evaluation should also be explained as a means to highlight successes, effectiveness and efficiency. If evaluation is neglected, the work will decline, decay and eventually decompose without the notice of the leadership and by the time they realize that there is a problem in the ministry, it might be too late to fix it.

Literature evangelism deals with money and money is a scarce commodity, which is loved by all, therefore proper internal control measures should be put in place if the organization is to be financially sound. Literature evangelists should be taught the discipline of handling money and avoid mishandling of cash which may result into unnecessary expenditure and eventually lead to someone running bankrupt. Literature evangelist should be encouraged to save at any time they do the purchase of books at least 2%. This will increase their financial muscles and cater for their future eventualities.

Benefits and allowances are the right of literature evangelists as long as they qualify. “Qualified literature evangelists shall be given annual benefits according to the category of their qualifications”¹. Failure to remit these benefits to the concerned evangelists creates a spirit of hating leaders and the work itself and de-motivates the worker. Let the benefits be given annually and especially during the Institutes in order to motivate both the receivers and also others for next year’s award. Bonuses are given on condition of availabilities of funds and they are not rights but they too motivate workers and it is normally 2% of the commission earned on sales (P 290).

All literature evangelists should know that they are denominational workers eligible to receive all benefits that the organization provides including the retirement benefits. This is

¹ Working Policy 7th ed. (East –Central African Division, 2007), 287.

achieved by constantly recording the performance of these workers in their service card and the conference Publishing Director and the Executive Secretary signing them every year. Failure to sign these cards may result in these evangelists losing their service credits and in case there is change of office personnel, no one may be able to trace the records. Let literature evangelist service cards be signed every year by the relevant authorities.

APPENDIX 1

QUESTIONNAIRE

**A STRATEGY TO REVITALIZE LITERATURE EVANGELISM IN
KAMPALA ZONE –CENTRAL UGANDA CONFERENCE**

Dear Respondent,

I am a student at Adventist University of Africa, pursuing Master of Arts in Leadership. Adventist University of Africa and the principal researcher invite your participation in this study: **A Strategy to Revitalize Literature evangelism in Kampala Zone – Central Uganda Conference** by giving the answers to the questionnaires. The purpose of this questionnaire is purely academic. Your responses will be treated confidentially, and will not be used in any way against you. Your cooperation will be highly appreciated.

INSTRUCTIONS

. Do not write your name and address anywhere on this questionnaire
. Write short statement in the space provided for the questions that require statements and for questions that require ticking. The range is from **Strongly Agree (SA)**, **Agree (A)** **Disagree (D)** and **Strongly Disagree (SD)**.

Your Profile:

1. Age Range (Below 30) (31-40) (41-50) (51-60) (and Above)
2. Sex: Male Female
3. Single Married Widowed
4. Education Attainment: Below High School High School Bachelor's degree
Master's Degree Terminal Degree (PhD)
5. Type of Institution Represented: Local Church HES/ABC Conference Union
Educational Literature Evangelist Retired

S	A	S	D
---	---	---	---

A. Recruitment Style:

- 1. There is a formal way of recruiting Literature evangelists(Les)
- 2. Recruitment of Les is mostly done by Local church Pastor(s)
- 3. Recruitment of Les is a one event activity
- 4. Recruitment of Les is done regularly
- 5. Recruitment is also done by existing Les
- 6. Recruitment is done both in churches and Institutions
- 7. There is critical examination of Les before recruitment
- 8. Recruitment is given ample promotion before it is done
- 9. Recruitment is supported by the Leadership of the church
- 10. There is evaluation of recruitment done periodically

B. Training and mentoring Style:

- 1. The training given to Les is adequate
- 2. There is constant Training and Mentoring of Les
- 3. Trainers and Mentors are easily accessible
- 4. Training materials and facilities are appropriate
- 5. There is lack of evaluation of trained personnel

C. Spiritual Life Style:

- 1. Literature evangelism requires Spiritual workers
- 2. Les quit from the work due to Spiritual deficiency
- 3. It is difficult to develop spiritual life in canvassing work
- 4. Spiritual life facilitates success in canvassing
- 5. There are rarely spiritual revival meetings with Les

D. Financial Management

- 1. Literature evangelism revolves around money
- 2. Most Les are good financial managers
- 3. Money is not an issue for Les' success
- 4. ABCs contribute to Les' success by giving them debts
- 5. Savings reduce Les' financial power and retards the job

- 6. Les's indebtedness ends up vacating from the work
- 7. Auditing of Les, ABCs & HHES is periodically done

E. Motivation and Retirement Plan

- 1. Les are frequently motivated by their leaders
- 2. Les receive their benefits as per policy
- 3. Feedback reports are provided to Les
- 4. Les who cannot measure-up are assisted to perform
- 5. Annual or Biannual Institutes are held for Les' revivals
- 6. There is a firm ground for Les' retirement plan
- 7. Church-leadership support the work of Les

Thanks so much for the information provided. If you have any comment to the researcher, may you add it in the space provided so as to improve the Literature evangelism.

APPENDIX 2

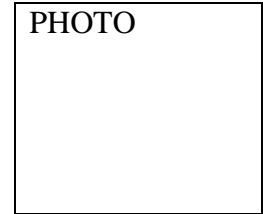
LITERATURE EVANGELIST APPLICATION FORM

HOME HEALTH EDUCATION SERVICE

P.O. Box 6434 Tel. (256-41) 5407783 Fax (256-41) 245597

KAMPALA

PHOTO



**CENTRAL UGANDA CONFERENCE
LITERATURE EVANGELIST APPLICATION FORM**

(Please fill in using capital letters and send it to your Conference Publishing Director for Processing).

Surname

First Name

Date of birth _____

Nationality _____

Present Address

Marital Status

Seventh –day Adventist? Yes _____ No

When where you
baptized? _____

Church membership in _____

Verified

Pastor's signature and stamp

Have you canvassed before? Yes _____ No _____ Which year?

I would like to canvass (a) Full time _____ (b) Part –
time _____

Earlier type of employment (s) _____

Are you a student? _____

What programs are you in?

Do you have any health problems(s) Yes _____ No

What kind of illness?

Recommendations from any of the following persons:

- a) If a student, from the Business Manager of the school/college or the Principal
- b) From the Local Church Pastor/Church Elder.

If I'm accepted as a literature evangelist, I promise to follow the general rules valid for Literature evangelists.

Signature of applicant

Date

APPENDIX 3

LETTERS

March 12, 2012

The Executive Secretary

Central Uganda Conference

Dear Pastor,

RE: REQUEST TO CONDUCT A SURVEY IN KAMPALA ZONE CHURCHES

Christian greetings in the Lord's Name.

I'm pleased to let you know that as a student of Adventist University of Africa taking MA in Leadership as part of my course requirement, I'm supposed to do a research

Project and my Project is **REVITALIZING LITERATURE EVANGELISM IN KAMPALA ZONE – CENTRAL UGANDA CONFERENCE**

I'm therefore requesting for permission to visit some churches in this zone taking some interviews and questioners to know the cause of decline of Literature evangelism work and then after suggest a strategy to revitalize the Ministry.

I will be very appreciative if my request is granted.

Yours in His service,

Lubwama Godfrey

KAMPALA (A) DISTRICT PASTOR

Cc: Publishing Director -CUC



CENTRAL UGANDA CONFERENCE

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Kampala - Uganda
Tel: +256-414-285769
www.cucsda.org

April 10, 2013

Pr. Godfrey Lubwama
District Leader
Kampala A

Dear Brother,

Re: **GRANTING YOUR REQUEST**

Greetings to you from Central Uganda Conference.

This letter serves to inform you that as you requested for permission to conduct a survey in Kampala Zone Churches, the CUCADCOM meeting which sat on April 9, 2013 in action CUC/316/2013 VOTED to accept your request and allow you to conduct your research for the Masters Degree in Kampala Zone churches.

May the Lord bless you.

Sincerely yours


Alisengawa Jeremiah
EXECUTIVE SECRETARY

APPENDIX 5

EVALUATION FORM FOR LITERATURE EVANGELIST RECRUITMENT

Seventh-day Adventist Church

Central Uganda Conference

Evaluation Form for Literature Evangelist Recruitment

Quarter _____ Year _____

1. Name of Church District/Institution _____
2. District Pastor/ Head of Institution/Literature Evangelist _____
3. Number of Literature evangelism Campaigns Conducted _____
4. Place of the campaign _____
5. Attendance during the Campaign _____
6. Person who conducted the Campaign _____
7. Number of Literature evangelists Recruited: (1) Full Time ____ (2) Part Time __

Comments

Signature _____ Date _____

APPENDIX 6

LITERATURE EVANGELIST PURCHASE AND SAVINGS CARD

Seventh-day Adventist Church

Central Uganda Conference

Literature Evangelist Purchase and Savings Card

Date	Value Purchased	Tithe Paid	Savings Done 2% Purchase	Total Amount Paid	Signature Of Literature Evangelist	Signature of ABC Manager	Remarks

APPENDIX 7

EVALUATION FORM FOR LITERATURE EVANGELIST

Seventh-day Adventist Church

Central Uganda Conference

Evaluation form for Literature Evangelist

Quarter _____ Zone/Station _____ Year _____

1. Name of Literature Evangelist _____
2. Number of years in Service _____
3. Number of reports sent to the Conference _____
4. Number of Hours worked _____
5. Number of Bible studies given this quarter _____
6. Number of Books and Magazines sold _____
7. Value of Books and Magazines sold _____
8. Number of converts brought to church _____
9. New Literature evangelists recruited _____
10. Any Comment from the Literature Evangelist to the Leaders

Signature _____ Date _____

APPENDIX 8

LITERATURE EVANGELIST SERVICE CARD

Seventh-day Adventist Church

Central Uganda Conference

Literature Evangelist Service Card

Name of Literature Evangelist _____

Marital Status _____ Number of Children _____

Education Level: Certificate Diploma Degree Master's Holder PhD

Year of Commencement in Literature evangelism Ministry _____

Year	Category Of Literature Evangelist	Number of Monthly Reports sent	Number of Hours Worked	Total Sales made	Total Purchase made from ABC	% Wage Factor	Signature of Conference Publishing Director	Signature of Conference Executive Secretary

APPENDIX 9

SAMPLE OF EVALUATION INSTRUMENT

Seventh-day Adventist Church

Central Uganda Conference

Evaluation form for Literature Evangelist

Quarter _____ Zone/Station _____ Year _____

11. Name of Literature Evangelist _____

12. Number of years in Service _____

13. Number of reports sent to the Conference _____

14. Number of Hours worked _____

15. Number of Bible studies given this quarter _____

16. Number of Books and Magazines sold _____

17. Value of Books and Magazines sold _____

18. Number of converts brought to church _____

19. New Literature evangelists recruited _____

20. Any Comment from the Literature Evangelist to the Leaders

Signature _____

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Education Information

Bugema Adventist Secondary School 1981-1984

Mengo Senior School 1985-1987

Kyambogo Polytechnic 1988-1989

Bugema University 2000-2006

Adventist University of Africa 2010-2013

Occupation

Mechanical & Production Technician 1990-1992

Literature Evangelist 1991-1994

Publishing & Evangelism Director at CUC 1995-2010

Gospel Minister/District Pastor- Kampala 'A' District 2011-date.