

# Sustainability

What works and Doesn't work  
(in the church)

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**PACANet Pre-ICASA**

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# Sustainability Overview

1. The story of the parable of the 10 mina
    - We observe 10servants got minas, similar command
    - they brought back different results,
    - I want to focus on the 3<sup>rd</sup> servant..
    - We are responsible to be sustainable .. Not the donor!
  2. My paper seeks to stimulate discussion
    - What is sustainability? Who determines sustainability?
    - I asked my donor .. Conversant of the declining evangelical funding in the west; They were shifting from church funding to government!
    - My partner had no answer? Sustainability.. Is two way! The donor and the grantee!!
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# Sustainability

1. Sustainability has been a topic of concern for a number of years;
  2. There have emerged different schools of thought ... **for** and **against**;
  3. There are different ways of looking at it from the Profit organisations, PO; Not for Profit NPO (Charity/social sector)
  4. Overarching question is
    - ... how to maintain, keep going, what is going on... (sustain)
    - Sustainability gets into focus when we are dealing with new things/subjects/ behaviours
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# Sustainability Dimensions...

I look at 3 sectors are how they handle sustainability

## 1. **PO (Private sector/Business sector)**

- The market forces,
- The product lifecycle curve,
- Businesses are sustained by surpluses

## 2. **NPO (social sector)**

- Sustainability of results; impact; organisation
- Sustained by the 'resource engine'

## 3. **Third way ... Social entrepreneurship**

- Looking for 2 bottom lines – profit and social objective; Grameen Bank model;

# Spanner in the works ..

1. There are global trends showing disillusion in the social sector/ Aid and charity sector; Countries are cutting aid;
  2. People/organisations are going to have to prove themselves... RESULTS!!!
  3. Ironically, **UNAIDS** has a best practice book Business activities to sustain NGO Activities .!!
  4. References ... tease your mind Read these books
    - Dead Aid
    - Where the West Lost it
    - Lords of Poverty
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# Sustainability principles... /1

1. I am proposing sustainability as an inside-out approach not an outside-in (quick fix);
  2. Outside in approaches concern themselves with models, debates;
  3. SYFA model in Uganda; ABC - SAVE debates.. very often the approaches are time bound, fashions fads.. Are these sustainable? We should be governed by principles not fads and fashions
  4. I want to propose principles
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# Sustainability principles...

1. Principles gleaned from literature and some case studies; People; Thought ; and Action, better still ...

a) Disciplined people, ....

b) Disciplined thought, ....

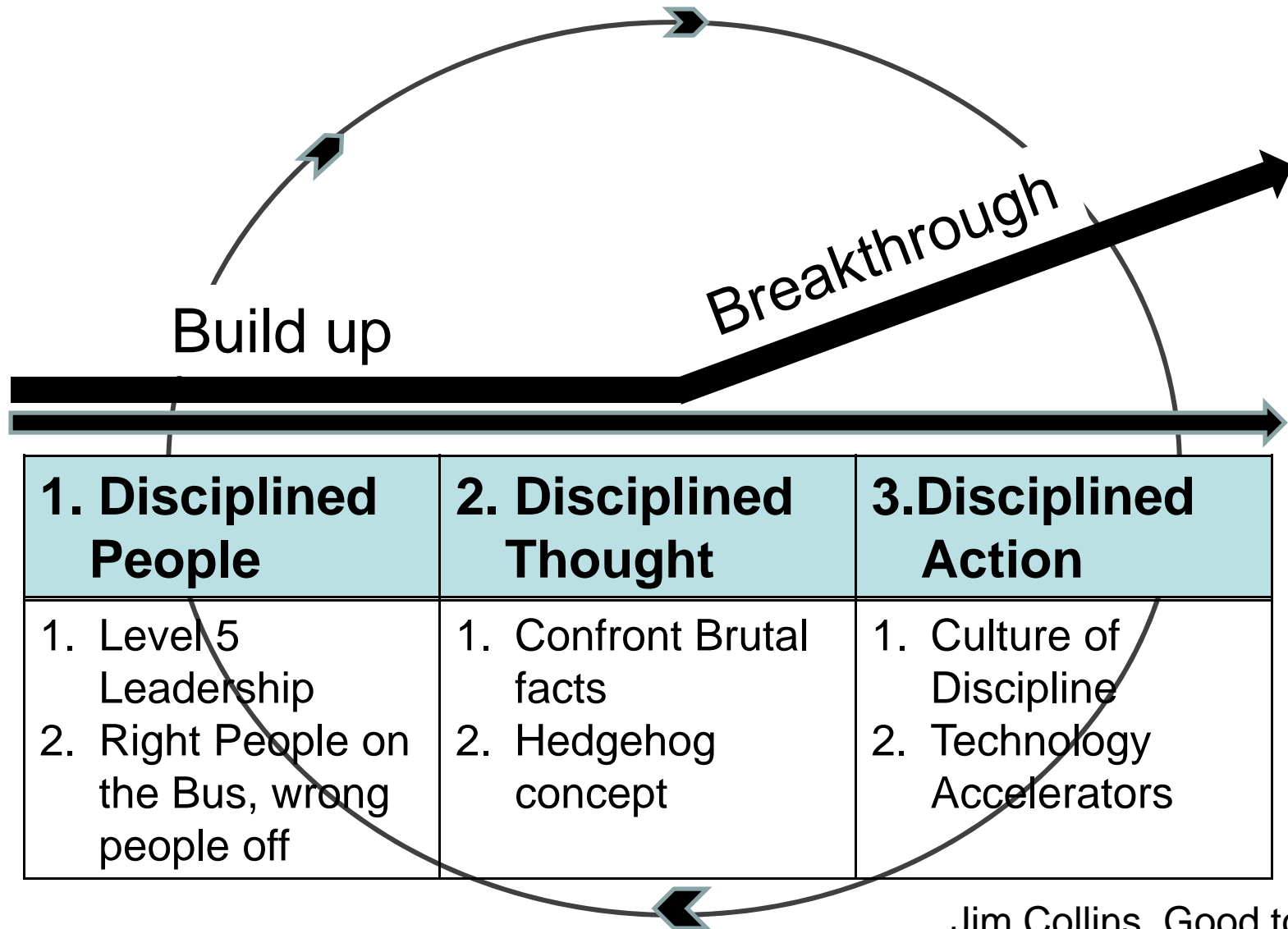
c) Disciplined Action .....

2. The hedgehog concept and the

3. Flywheel concept

These concepts are explained in the next slides that follow and is designed to provoke our thinking and action

# Sustainability a Model...

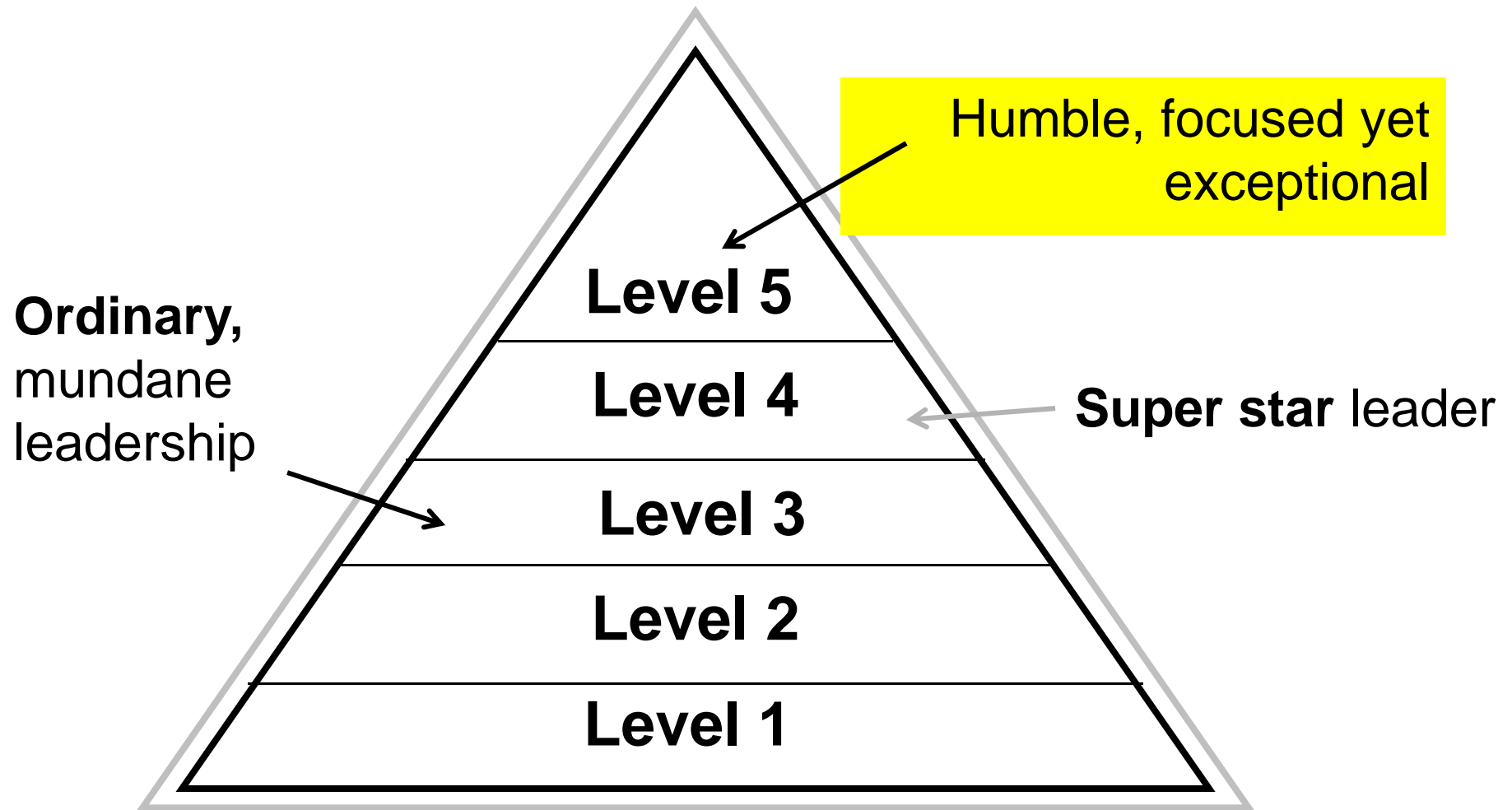




# 1. Disciplined People

- 2 subsections emerged
    - a) Levels 5 leadership,
    - b) Right people on the Bus, wrong people off
  
  - 2 subsections emerged
    - a) Level 5: Focused leaders, combination of humilit and firmness, gets people moving
    - b) Right People: attitude, motivation, and working relationships
  - Its more important having the right people than focussing on direction of the Bus!
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# Level 5 Leadership ...



Jim Collins, Good to Great

## 2. Disciplined Thought

### 1. Confront the Brutal facts

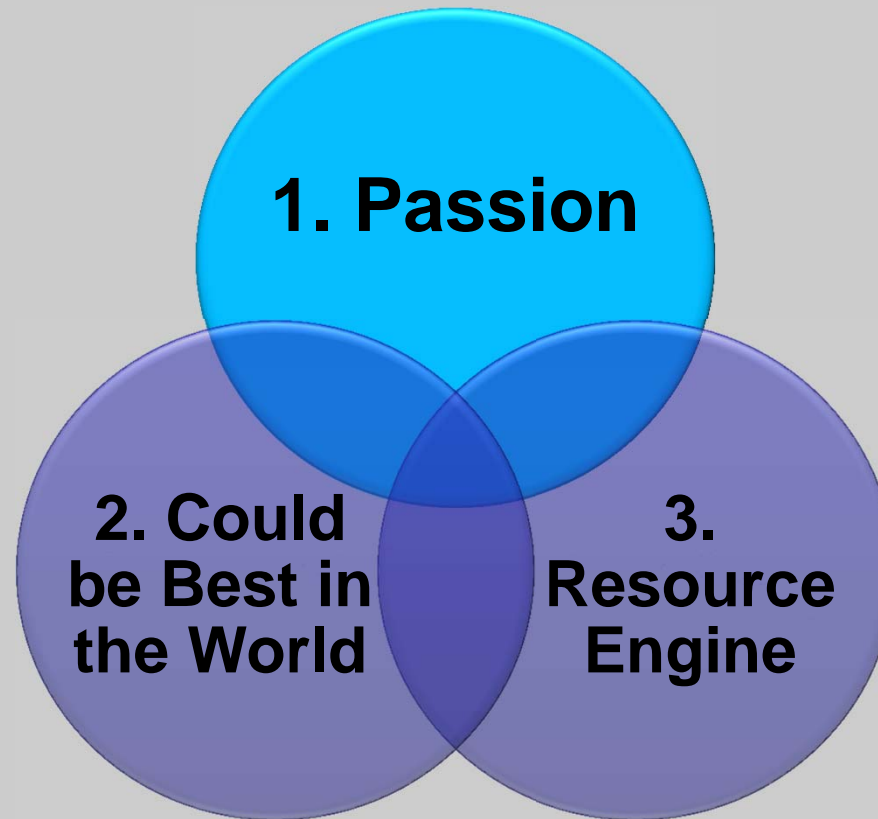
- Dealing with things and issues head on; Reality; economic aspects; industry specific challenges, market forces

### 2. Hedgehog concept

Selecting an appropriate hedgehog concept by answering 3 foundational questions periodically

- What are we passionate about,
  - What drives our economic engine
  - What would we best in the world at
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# The Hedgehog Concept



It starts with passion;  
Focus helps you know where to channel energy  
Resource fuel the engine. Be mindful of all three.

# 3. Disciplined Action ...

## 1. Culture of Discipline

- Good to Great to companies built a consistent with clear constraints but also gave people freedom and responsibility within the framework of that system;
  - Hired self-disciplined people who didn't need to be managed, then managed the system not the people;
  - Many companies want to be great, many lack the discipline required to figure out with egoless clarity what they can be best at
  - A culture, not a tyrant
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## 3. Disciplined Action ...

### 2. Technology Accelerators

- Technology is an accelerator not a creator of momentum;
  - Technology offers leverage that in turn generates speed and comparative advantage {organisation level, with implications at staff level as well!}
  - The synergy of our individual levels is critical; strategic decisions and plans for competitive advantage at Organisation level shall keep us at the cutting edge;
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# Action ...

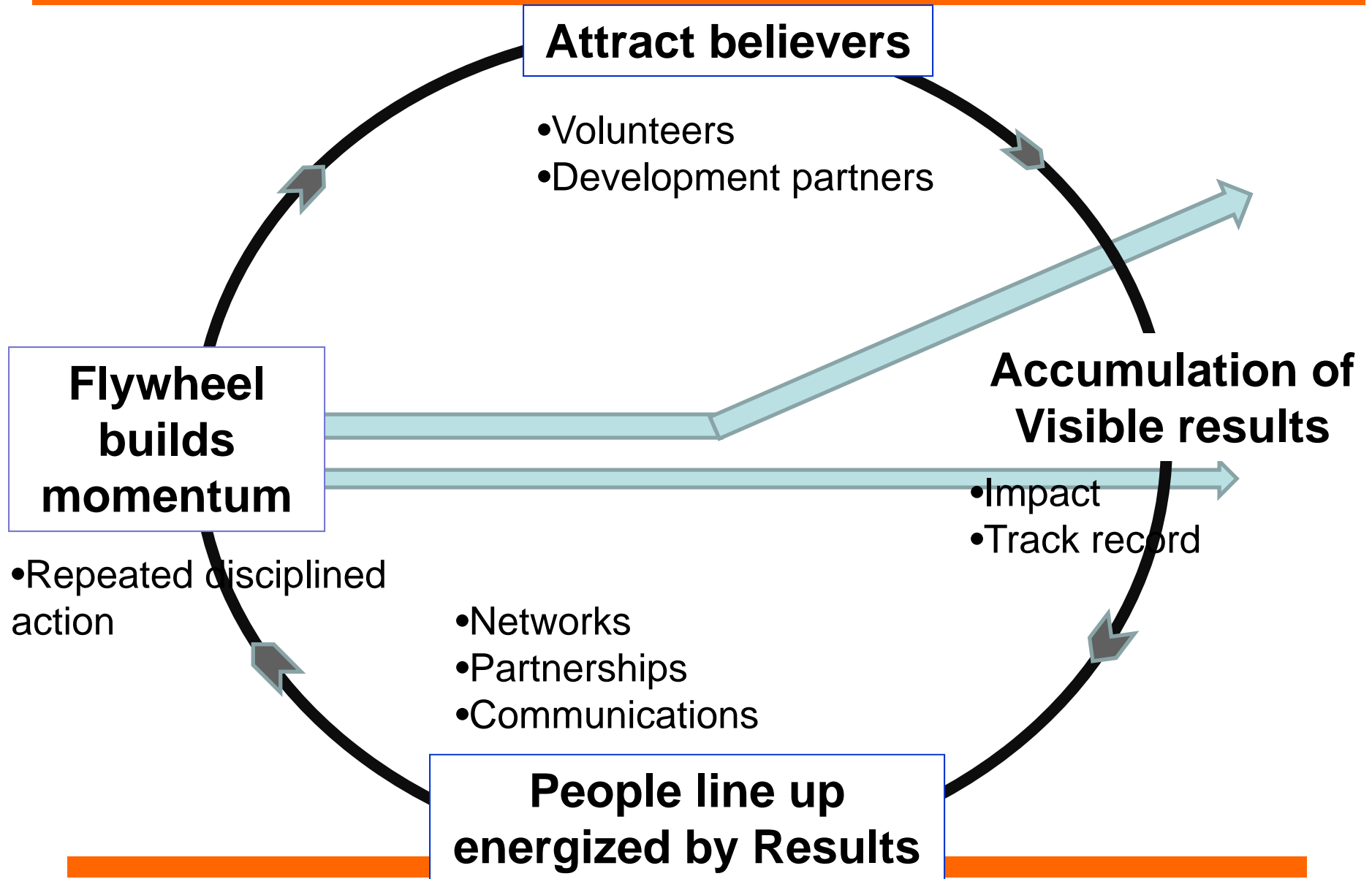
## 3.1 The hedgehog concept

- The 3 areas in the circles help give focus and direction; they must be dovetailed with the flywheel

## 3.2 The flywheel

- The concept refers to the issue of synergy, there are 4 stages in this cycle that should be focused on;
  - The cycles start slowly, as we move thorough the processes we gain momentum;
  - Sustainability is achieved as we build momentum and grows with increased momentum!
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# #2. Flywheel Effect





# So what works, what doesn't?

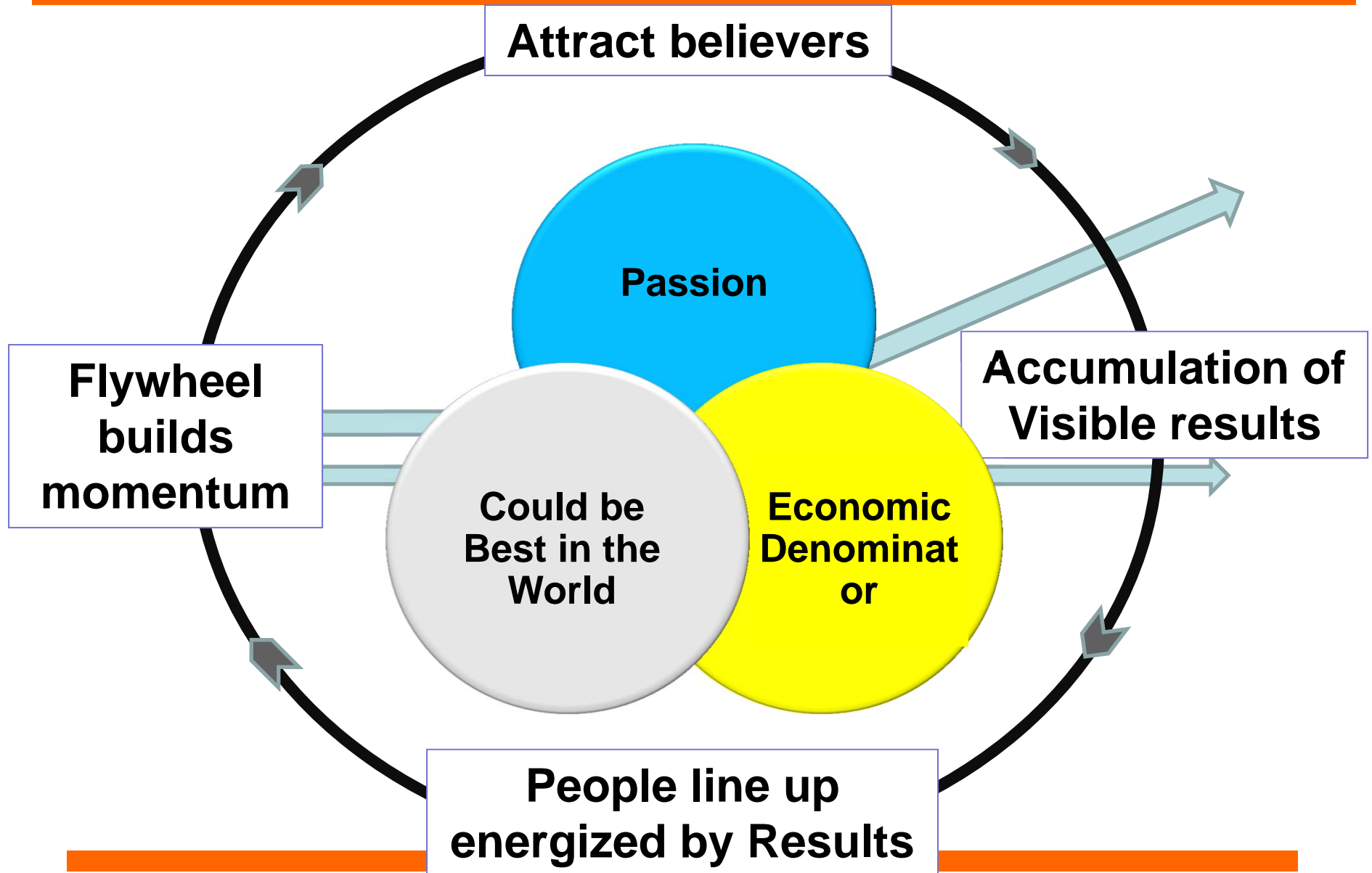
## 1. What works;

- Get you hedgehog in order then Build momentum;
- Once momentum is gained the engine is hard to stop;
- Keep looking/ reviewing brutal facts to assess your relevance;
- Attract resources by demonstrating results

## 2. What doesn't – the doom loop!:

- Dependence syndrome, poor results, thinking that people 'owe' you partnership or funding
  - Lack of focus, clarity and poor leadership;
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# So what works..??



# Church case Studies

- 1. Youth Alive;** strong leadership, disciplined action; resources.. It kept going and has multiplied over some countries. Leadership been a key factor;
  - 2. Centre of Urban Mission:** Slum based project; initial emphasis was on developing leadership, envisioning the church members; developing a sustaining resource engine;
  - 3. Local church at Bujagali Uganda:** Old Pastor, poor setting strong witness.. Passion, focus on visitation ministry and economic resources (members mobilise what to take to the patients)
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## .. A final word ..

1. The parable of the 10 mina... Lk 19:11-26;
  - 10 servants, same mina, different results from the 3! 10, 5 and None!!
2. The responsibility of growing strong projects, organisations, results, impact.. Is ours;
3. Sustainability needs to be at the core of our thinking, we need to design strategies to ensure that;
4. Watch the Economic trends in the world and read the times..
5. Social entrepreneurship offers a win-win.