



# African Church Assets Programme ACAP II

Workshop Report, Nairobi 2017

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Globethics.net Reports

Series editor: Prof. Dr. Obiora Ike, Executive Director of Globethics.net in Geneva and Professor of Ethics at the Godfrey Okoye University Enugu/Nigeria.

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## PREFACE

### *'Our destiny lies in our Hands'*

One concrete question for African Leadership at all levels—social, political, economic, academic, cultural, and economic—but particularly for leaders of Churches placed in positions of responsibility - to answer is: *'How are you managing the responsibilities entrusted to your care at every level – human, material, intellectual, spiritual and environmental?'* This is a question of great and wide significance as many realise that the poverty we see all around us is man-made and not God-determined. It is indeed open knowledge that in many African Churches during the past fifty years, resources management of resources and assets did not normally constitute a priority for missionaries and religious leaders in the context of their search for piety and uplifting the spiritual lives of their communities. The focus on Economy and Mission was not logical then. Now it is!

Today, Assets and Resources Management has gradually become an agenda for action and a top priority for responsible leadership. Assets management of the human and material resources of Churches in African countries has been identified as a key issue preventing the promotion of all round financial sustainability and overall development for the people. It is now recognised that the period of over-dependence on donor institutions is gone due to donor-fatigue and current demographic and global challenges to world mission. Failing to plan the utilisation of human and material resources along these lines is planning to fail.

In the search for solutions, an inspiration of the All African Conference of Churches to discuss and engage in the African Church Assets Programme (ACAP) was concretised through the leading ethics founda-



tion Globethics.net with its headquarters in Geneva Switzerland, supported with financial resources from Bread for the World, Germany. The first successful ACAP training workshop took place happened in Nairobi, Kenya from 2–4 March 2016. A workshop resolution of participants called for the deepening of the lessons learnt through a further second training and workshop. This second workshop focused on leaders in Church institutions of Africa, drawn from various countries, educational centres and seminaries and brought together, health care providers as well as seminaries and pastoral ministers and church leaders and administrators. This follow-up training (ACAP Two) was held at the Desmond Tutu Conference centre, venue of the All African Conference of Churches (AACC) in Nairobi, Kenya, from 21st to -23 September 2017.

The purpose of this second training was to intensify the concept of Good Stewardship over the resources we manage; improve on leadership styles; deepen the lessons learnt from the first workshop; engage more closely in various forms of collaboration; research for upon and design handbooks and modules for the training of future leaders. The participants at this second training- workshop shared practical experiences and future work models that which enriched and inspired all for renewal and action. This booklet contains the highlights of that second training and workshop. It presents the communique and resolutions reached; the thought provoking speeches and various contributions made and the lessons for stakeholders from all parts of the continent and beyond. Participants updated their shared experiences on the accountable and transparent management of resources; took note of integrated reporting standards and the need to build on best practices; improved their knowledge with vision for a world beyond hunger and poverty in Africa and resolved to work towards the restoration of the dignity of the human person in line with the Africa Union Goals and Agenda 2063, all of which correspond to the central message of Christianity.

*Obiora Ike,*

*Executive Director, Globethics.net*

## JOINT COMMUNIQUE

A joint communique from the participants of the second African Church Assets Programme (ACAP II) conference held at the Desmond Tutu Conference Centre of the All African Conference of Churches (AACC), Nairobi, Kenya from 21<sup>st</sup> to 23<sup>rd</sup> September 2017.

1. Asset Management of the human and material resources of Churches in African countries has been identified as a key issue preventing the promotion of all round financial sustainability and overall development of Churches and Church-related organisations in the spread of the Gospel and the improvement of livelihoods. It is widely recognised that the period of over dependence on donor institutions is over due to donor fatigue and current demographic and changing global challenges.
2. Following an initiative and inspiration of the All African Conference of Churches and the leading Ethics Foundation Globethics.net with its Headquarters in Geneva Switzerland, this meeting on African Church Assets Program (ACAP) has received the support of Bread for the World Germany and participation of the various Churches within the ecumenical family and Church related organisations. We are grateful to the eternal and triune God for blessing our deliberations with life and inspiration and to all the facilitators who have contributed to making this second African Church Assets Programme a success.
3. In gratitude to all the facilitators and recognizing our responsibility to be good stewards and improve on resources entrusted to our care, we issue this Joint Communique put together by 26 participants drawn from 11 Countries of West Africa, Central, South and

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East Africa, and representing 16 organisations. It is addressed to the Leadership and Members of Churches; the Civil and Public sectors; Youth, Christian leaders and all those in our network with the primary aim of improving on our asset mapping process; enhancing our capacities, competencies and commitment in assets management and reinforcing our stewardship of the goods entrusted to our care.

4. This ACAP II Conference is a follow up to the ACAP I Conference held at AACC in March 2-4, 2016, attended by 18 participants and representing 16 different organisations and 10 different countries. That Conference held a year earlier helped in raising required awareness; facilitating the formulation of a document that outlines common issues, recognizing the needs for assets registration and developing strategies and tools needed to strengthen capacities of the participants.
5. Our theme during this Workshop has been guided by a process of implementing the lessons learnt in ACAP I, which was focused on the participants sharing their progress and development in asset management subsequent to the March 2016 meeting. Such shared stories have exposed the honest efforts, the challenges, successes and strides which members have achieved in the past months, and also through the sharing of the survey that was conducted for participants in May 2017. The survey identified the key problems and prospects and has enabled this workshop to be process driven, interactive and practical.
6. Participants have agreed that there is urgent need to lead by example in the transparent, accountable and sustainable management and stewardship of the goods entrusted to our care by our Churches and Church Related Organisations (CROs). This workshop has strengthened our knowledge of best practices. It has made us resolve to work with a deliberate and intentional process of capacity

development for our Institutions on Assets management and development entrusted to us by the community and God. This will only happen when we focus on the main priorities; design a disciplined approach to solutions and make honest effort to learn from the successes of others in the manner in which we manage our assets.

7. Participants at this ACAP II Conference underscore the urgent need for legal titles and registration of Church properties; an inventory of temporal goods and the recognition within the national laws of our countries of our material assets. This process has been difficult to execute in many of our countries due to the cumbersome public sector methods found in registrations; the high costs involved to register titles, properties and lands; the fact that corruption is prevalent with the systems operated in some of our environments and therefore urgently require and request support from our partners locally and internationally to succeed. Requirements include financial payments; proof of ownership of property; documentations; investment models to utilise land in exchange for registration funds. We recognise the danger that some of these properties may end up being registered in the name of private persons instead of the corporate and legal holders and resolve therefore to use strong mechanisms, policies and structures that would prevent individuals from registering properties in their names.
8. Participants see Church assets of land as gainfully utilised when innovative approaches, especially of agriculture are utilised. Skills empowerment and environmental concerns which address a dimension of eco-theology and food security for our peoples is critical. We are also committed to improve increased outputs; packaging and connecting small scale farmers to markets – e.g. having a central purchase point and source for markets. In order for this to happen, the civil and ecclesiastical authorities in our respective countries need to agree to promote appropriate enabling

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laws/regulations/guidelines on how the expanded business will operate. These efforts can only take off if they are supported with realistic and quality business plans.

9. Participants have identified limited resources in capacity and means by our Churches to address holistic human needs which can even hinder the spread of the Gospel, limiting our capacity to develop our assets base. There is therefore urgent need for capacity building of our personnel; access to knowledge through digital and other forms, curriculum development for training in theological schools and regular avenues for the sharing of experiences across ecumenical and regional boundaries.
10. It was agreed that many Churches have assets in landed property, yet their real estate's development remains under-exploited. One major asset that Churches have is vast acres of land resource lying idle in strategic locations. We have resolved to explore strategic partnerships with credible investors for these projects and extend invitations for partnerships following due diligence process from around the globe. Such opportunities that impact investment, especially if done with credible institutions encourage joint ventures and Churches and therefore need viable business plans with private sector, Governments and Investors.
11. As part of the process of promoting a supportive business culture within our Churches, it is encouraged to take wise advantage of the means of modern communication which offers several opportunities, digital platform and mobile payment applications which are convenient.
12. In order to ensure a disciplined approach to assets use and development, the need to develop and implement relevant policies on acquisition, use, development and documentation of such properties is urgent. This will go a long way in discouraging possible fraudulent activities.

13. It was identified that due to lack of policy guidelines, handbooks and resource materials, Church leaders do not have the required orientation that helps process of enabling them in assets management. Therefore, this Conference has resolved with the help of Globethics and Experts to work on the provision of relevant Hand Books for Church Assets Management, Code of Ethics, policy manuals and such related documentations that support control mechanisms and guard against misuse or abuse of community and Church properties.
14. It was identified that working with some private Christian Universities would expose the youth and seminarians to think stewardship. Therefore, engaging them in the review of the curriculum of Theological Institutions to include Asset Management and routine refresher programmes would be an agenda going forward. Opportunities for affiliating some of the participating church-related organisations such as the Kingdom Equip (KEN) in Ghana and the Christian Rural Development Association of Nigeria (CRUDAN) alongside many others with universities to teach consultancy studies to students and run special courses could be explored. Churches could also explore opportunities for replicating online Training modules such as those promoted by the Globethics.net and the other like-programmes among ecumenical bodies.
15. We encourage Churches to put in place a deliberate effort on teaching stewardship of Church Assets. As a basic minimum all Church leaders would be trained on stewardship of assets.
16. It has been identified that many Church personnel lack adequate social and health safety nets/insurance covers (securities) which are fundamental in order to ensure human care and respect. To ensure sustained management of assets, social safety nets are important as they guarantee the dignity (and continuity in service by) of personnel and members. It is the practice already in some countries to

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make social security compulsory by the State. The Churches have a compulsion to implement such policies since they serve the common good, thus making staff to receive Health Insurance schemes and Pension Funds. Indeed, Churches should consider pension for all Pastors/Employees as a priority effort and obtain assistance in what ways solidarity serves this enterprise. This not only reduces pressure of fraud, but enables staff to serve with motivations.

17. Assets management recognises the role auditors play in assuring accountable and transparent reports for the Churches. It is therefore recommended that both internal and external auditors be appointed including the establishment of audit committees in line with best practices.
18. As part of our commitment to be and remain learning organisations, we seek to be part of the active online community of practitioners created by Globethics.net within African Church institutions that actively share lessons learnt with experiences that promote practical actions within their own institutions and beyond.
19. Finally, participants recommend that every effort must be made to initiate ethical entrepreneurship and social impact programs in the management of Church assets and Church related businesses that go beyond the simple profit motive. To this effect, the Workshop strongly recommends efforts that promote and help Churches build on social capital, ecumenical capital, ethical capital and economic capital and yet are sustainable. Such well managed Assets and resources serve the spread of the Good News carried out by the Churches; they promote human dignity and the common good. Finally, they lead to accountable lifestyles and the proper management of resources given to our care as demanded by the Gospel for stewardship.

ACAP II Participants. Nairobi, Kenya

23 September 2017

## EXECUTIVE SUMMARY

**1. The ACAP II Workshop:** The ACAP II workshop, held from September 21 to 23, 2017, was attended by 26 participants drawn from 11 Countries of West Africa, Central, South and East Africa, representing 16 organisations. The workshop had one primary aim which was to work towards the improvement of our asset mapping process; enhancing our capacities, competencies and commitment in assets management and reinforcing our stewardship of the goods entrusted to our care.

**2. Link with ACAP I:** The ACAP II initiative is a follow up to the ACAP I Conference held at AACC in March 2016, attended by 18 participants representing 16 different organisations and 10 different countries. ACAP I helped in raising required awareness; facilitating the formulation of a document that outlines common issues, recognizing the needs for assets registration and developing strategies and tools needed to strengthen capacities of the participants.

**3. Centrality of Asset Management:** Assets Management of the human and material resources of Churches in African countries has been identified as a key issue. It assists in preventing the promotion of all round financial sustainability and overall development of Churches and Church-related organisations in the spread of the Gospel and the improvement of livelihoods. It is widely recognised that the period of over dependence on donor institutions is over due to donor fatigue and current demographic and changing global challenges.

**4. Role of AACC and Globethics.net:** Following an initiative and inspiration of the All African Conference of Churches and the leading



Ethics Foundation Globethics.net with its Headquarters in Geneva Switzerland, this meeting on African Church Assets Program (ACAP) has received the support of Bread for the World Germany and participation of the various Churches within the ecumenical family and Church related organisations.

**5. Key Progress Marks:** Shared stories from participants have exposed the honest efforts that are in place to ensure improved assets mapping. The Survey conducted in May 2017 has identified the key problems and prospects and has enabled this workshop to be process driven, interactive and practical. There is an urgent need for churches to lead by example in the transparent, accountable and sustainable management and stewardship of the goods entrusted to our care by our Churches and Church Related Organisations (CROs).

This workshop has strengthened participants' knowledge of best practices. It has made them resolve to work with a deliberate and intentional process of capacity development for our Institutions on Assets management and development entrusted to them by the community and God. What is key for success is a disciplined approach to solutions and make honest effort to learn from the successes of others in the manner in which we manage our assets.

**6. Revisiting Strategic Strengths of Churches:** Today, many Churches have assets in landed property, yet their real estate's development remains under-exploited. These include vast acres of land resource lying idle in strategic locations. Such opportunities that impact investment, especially if done with credible institutions, encourage joint ventures and Churches and therefore need viable business plans with, governments and investors and the private sector.

## **7. Key Action Points:**

**7.1 Regularization of Titles:** Participants at this ACAP II Conference underscore the urgent need for legal titles and registration of Church properties; an inventory of temporal goods and the recognition within the national laws of our countries of the material assets. Requirements include financial payments; proof of ownership of property; documentations; investment models to utilise land in exchange for registration funds.

**7.2 Put in Place Mechanisms for Safeguarding Ownership:** In order to succeed, participants will have to address the danger that some of these properties may end up being registered in the name of private persons instead of the corporate and legal holders and resolve therefore to use strong mechanisms, policies and structures that would prevent individuals from registering properties in their names. There is need to address the cumbersome public sector methods found in registrations; the high costs involved to register titles, properties and lands;

**7.3 Address Issues of Corruption:** The fact that corruption is prevalent with the systems operated in some of our environments and therefore urgently require and request support from our partners locally and internationally to succeed. Explore strategic partnerships with credible investors for these projects and extend invitations for partnerships following due diligence process from around the globe.

**7.4 Enhance Capacity of Member Churches:** There is also the urgent need for capacity building of our personnel; access to knowledge through digital and other forms, curriculum development for training in theological schools and regular avenues for the sharing of experiences across ecumenical and regional boundaries.

**7.5 Take Wise Advantage of Communication Facilities:** As part of the process of promoting a supportive business culture within our Churches, it is encouraged to take wise advantage of the means of modern communication which offers several opportunities, digital platform and mobile payment applications which are convenient.

**7.6 Promote Relevant Policies for Assets Acquisition and Use:** In order to ensure a disciplined approach to assets use and development, the need to develop and implement relevant policies on acquisition, use, development and documentation of such properties is urgent. This will go a long way in discouraging possible fraudulent activities.

**7.7 Develop and Publish Church Assets Handbook:** It was identified that due to lack of policy guidelines, handbooks and resource materials, Church leaders do not have the required orientation that helps process of enabling them in assets management. This is an urgent piece to be handled and the publications tabled at the forthcoming AACC General Assembly.

**7.8 Be Intentional about Curriculum Review:** It was identified that working with some private Christian Universities would expose the youth and seminarians to think stewardship. Therefore, engaging them in the review of the curriculum of Theological Institutions to include Asset Management and routine refresher programmes would be an agenda going forward. Churches are being encouraged to explore opportunities for replicating online Training modules such as those promoted by the Globethics.net and the other like-programmes among ecumenical bodies. This process will encourage Churches to put in place a deliberate effort on teaching stewardship of Church Assets. As a basic minimum all Church leaders would be trained on stewardship of assets.

**7.9 Put in Place Adequate Insurance Cover for Assets:** It has been identified that many Church personnel lack adequate social and health safety nets/insurance covers (securities) which are fundamental in order to ensure human care and respect. To ensure sustained management of assets, social safety nets are important as they guarantee the dignity (and continuity in service by) of personnel and members. It is the practice already in some countries to make social security compulsory by the State.

**7.10 Be Intentional on Use of Auditors:** Assets management recognises the role auditors play in assuring accountable and transparent reports for the Churches. It is therefore recommended that both internal and external auditors be appointed including the establishment of audit committees in line with best practices.

**7.11 Promote Online Community of Practitioners:** As part of our commitment to be and remain learning organisations, we seek to be part of the active online community of practitioners created by Globethics.net within African Church institutions that actively share lessons learnt with experiences that promote practical actions within their own institutions and beyond.

**7.12 Widen Scope of Assets Management:** Churches need to explore ethical entrepreneurship and social impact programs in the management of their assets. This must go beyond the simple profit motive. To this effect, the Workshop strongly recommends efforts that promote and help Churches build on social capital, ecumenical capital, ethical capital and economic capital and yet are sustainable.

**8. Conclusion:** This ACAP II has set the stage for churches to make great strides. Indeed, well managed Assets and resources serve to pro-

mote the spread of the Good News carried out by the Churches; they promote human dignity and the common good. Finally, they lead to accountability and the proper management of resources given to our care as demanded by the Gospel for stewardship.

## INTRODUCTION

### 1.1 Background to the Workshop

African Church Assets Programme Phase Two (ACAP II) is a continuation of (ACAP I) which was held on the 2<sup>nd</sup> to 4<sup>th</sup> of March 2016 at the All Africa Conference of Churches in Nairobi, Kenya. The ACAP I is an initiative of the All African Conference of Churches (AACC) and the leading ethics Foundation Globethics.net whose Headquarters are in Geneva, Switzerland. This workshop of the African Church Assets Programme (ACAP) has received the support of Bread for the World Germany and participation of the various Churches within the ecumenical family and Church-related organisations.

The ACAP II was also held at the same venue from the 21<sup>st</sup> to 23<sup>rd</sup> September 2017. A total of 26 participants from 11 countries in West, South, East and Central Africa, representing 16 organisations attended the workshop. The theme of this workshop was guided by a process of implementing the lessons learnt in ACAP I. It involved listening to the progress made during the one and half years after ACAP I as shared by the participants. The personal stories shared uncovered the candid hard work, the challenges, successes and steps which members had achieved during the eighteen months of implementing ACAP I. As a matter of fact, a survey conducted among the participants in May 2017 identified the key problems and prospects. This enabled the ACAP II workshop to be process driven, interactive and practical.

## **1.2 The ACAP II Workshop**

**Link with ACAP I:** This ACAP II Conference is a follow up to the ACAP I Conference held at AACC in March 2-4, 2016, attended by 18 participants and representing 16 different organisations and 10 different countries. That Conference held a year earlier helped in raising required awareness; facilitating the formulation of a document that outlines common issues, recognizing the needs for assets registration and developing strategies and tools needed to strengthen capacities of the participants.

**Centrality of Asset Management:** Assets Management of the human and material resources of Churches in African countries has been identified as a key issue preventing the promotion of all round financial sustainability and overall development of Churches and Church-related organisations in the spread of the Gospel and the improvement of livelihoods. It is widely recognised that the period of over dependence on donor institutions is over due to donor fatigue and current demographic and changing global challenges. Following an initiative and inspiration of the All African Conference of Churches and the leading Ethics Foundation Globethics.net with its Headquarters in Geneva Switzerland, this meeting on African Church Assets Program (ACAP) has received the support of Bread for the World Germany and participation of the various Churches within the ecumenical family and Church related organisations.

## DAY 1: PERSONAL STORIES AND HIGHLIGHTS FROM THE 2017 SURVEY

### 2.1 Devotions

**Rev. Dr. Jairos D. Hlatywayo: Morning Reflection:  
Filled with God's Spirit (Gen 41:38-40)**

The African Church Assets Programme ACAP II started today at the AACC Desmond Tutu Conference Centre in Nairobi, Kenya. The programme of the day started at 08:30 hours with a morning devotion led by Rev. Dr. Jairos D. Hlatywayo, the AACC Executive Secretary for Theology and Inter-faith relations. The theme of the sermon was, 'Filled with God's Spirit.'

<sup>38</sup>As they discussed who should be appointed for the job, Pharaoh said, 'Who could do it better than Joseph? For he is a man who is obviously *filled with the spirit of God*'. <sup>39</sup>Then Pharaoh said to Joseph, 'Since God has made all this known to you, there is no-one as *discerning and wise* as you. <sup>40</sup>You shall be *in-charge of my palace*, and *all my people are to submit to your orders*. Only with respect to the throne will I be greater than you'

(Genesis 41: 38–40).

Rev. Jairos began his sermon by explaining that the book of Genesis tells stories about different people and narrates accounts about what God



has done to them. He said the book begins with the affirmation that God created the universe and ends with the promise that God will continue to show his concern for his people. Throughout this book, God is the main character. He created human beings in his own image and likeness in order to live in the world as stewards.

On his part, Joseph was known for his personal integrity. Very often he was punished for doing the right thing but never fought back. His positive response transformed each setback into a step forward for the better. Joseph was a man of spiritual sensitivity and prepared the nation to survive famine for 14 years. Through his faith in God, Joseph, rose to power from being a slave boy and prisoner in Egypt and became in charge of the palace and ruler of Egypt despite all the hardship experience he went through.

Despite all the odds, Pharaoh recognised that Joseph was the right man to take care of all the administrative work in the palace and nation of Egypt. This is an example of stewardship. Dr. Jairos went on to tell the participants that God is looking for people who are filled with the spirit to be in charge of various organs and Church assets. He pointed out that, today, the corporate world and faith based organisations (FBOs) are looking for men and women who are filled with the spirit of God to take care of its assets. As Joseph was filled with the Spirit of God, this enabled him to rise quickly from prison walls to Pharaoh's palace. This account shows that Joseph's journey to the top position started with him being a slave and then a prisoner—a sign that good things do not come easy. No wonder Nelson Mandela wrote a book titled, 'no easy walk to freedom'. He went on to conclude that the following lessons can be learnt from the story of Joseph. This includes the lesson Joseph learnt in each situation of his life, that it is importance of serving God first. Being a good steward requires one to serve God first then people. The second lesson is that what matters most aren't the particular events or circumstances of life experience but one's response to

them in a positive manner in faith. Thirdly, with God's help, any situation in life can be used for good, even when others intend it for evil. He summed up by saying that God calls each one of us to be good stewards in administering the assets given to our organisations. However, this requires and calls for men and women who are filled with God's spirit to take care of the assets in the world. Some of the biblical reflection session photos are shown below.



## **2.2 Opening Remarks**

The first session in the morning started with opening remarks. Prof. Dr. Christoph Stückelberger, the President of Globethics.net began by welcoming the participants to the training. He noted that the expectations for this training is high. He noted that 18 months had passed since that ACAP I was held in March 2016. It was important therefore to hear the progress that participants had made in their respective Churches and organisations. This would then lead to the plan for a way forward and the next steps. He encouraged the participants to keep time and pointed out that the time factor is of essence and is part of ethics. He said losing time is losing assets as well. He alluded to the fact that this programme is relatively a new programme and hence encouraged the partic-

ipants to share what they have implemented in their local settings and be ambassadors of good stewardship not only to the sub-Saharan Africa but also to the entire world.

On his part, Monsignor Obiora Ike, the Executive Director of Globethics.net began by thanking Christoph for setting the mood and reminding everyone the context of why we were participating in the training. He then noted that the next three day would be days of serious business. He also welcomed and thanked Monika Redecker, representing Bread for the World, whom provided the generous financial support which emanated the success of the programme. Ms Redecker also attended ACAP I in March 2016. He also acknowledged and welcomed all the participants to the training. He noted that all were present in order to learn and that 'we can never learn enough'. He also said that, as the new Executive Director of Globethics.net in Geneva, he and the Globethics.net team are continuing the path set by Christoph, in participating and engaging all sectors of society in ensuring that ethics is enshrined all that we do, what we think and how we collaborate.

In his short speech of about ten minutes titled, 'Solidarity and Stewardship in the Financial Management of Resources and Assets put to our Care' he noted that management of assets is not the main focus of Church leaders in their mission. Why focus on solidarity in asset management? He posed the question differently. How are you managing the resources entrusted to you? Some of the assets are material. Hence the need to link economy and mission. We are aware of issues of climate change and social economic and global challenges. There is a worldwide concern on the care of the environment, resources, assets entrusted to us. He said, '*People are now thinking of the future in ways that in previous decades were perceived as Satanic.*' He noted that the dominance of the global north is slowly shifting towards the global south in a number of ways. Those in the south are now preaching to those in the north. Those

in the north he argued have a responsibility and Bread for the World is doing just that.

He referred to Pope Francis' encyclical letter 'Laudato si' and said it is a good example of good stewardship. 'This is the simplest way of why we are here,' he said. He noted that we live in a reality different from our ideals. He punctuated his presentation in the following points:

- a) Management of Church assets is a vocation. It is a call. When one is made a bishop, parish priest it is a mandate.
- b) Efficiency of management of resources. Our reports must be punctual and regular.
- c) Stewardship is not only responsibility but trust as well.
- d) Guarantee justice. Justice is very difficult to understand. However, he said we can know it when we see it.

He concluded by saying that with ACAP II we wish to move forward and come up with steps on how to succeed.

At this stage, Monika Redecker gave a formal introduction. She started by acknowledging all present and their contribution towards the success of what is going on. She said that she was happy to be present in the workshop. She conveyed warm regards from her colleagues in Berlin and wished all fruitful meetings during the workshop. She went on to say that the expectations of Churches and Church related organisations are growing all over the world. To be a player in social services is a great responsibility. In this context therefore, ACAP is seen as a means through which Churches and the Church related organisations take responsibility for the assets and all the social services offered.

Dr. Bright Mawudor, in his capacity as the Deputy Director of AACC then welcomed all on behalf of the General Secretary Rev. Dr. Andre Karamaga of the AACC and introduced the staff who were present. He said the Churches and organisations represented in the training are members of the AACC and therefore invited them to feel at home. He told the participants that the issue of asset management must be

taken seriously. He further remarked that fifty years ago, AACC received a grant of USD 7 million. There were competitions among the donors who would give what. At the time no proposals were written. The situation has now changed because donors are asking for proposals that justify the need for the funds. He reminded the participants that there are resources locally that the Churches can utilise. He cited an analogy the Executive Director had spoken about – sitting in the water and complaining that there is soap in one’s eye. There are no more donor funds coming. Donors would not also support an organisation that is dying. He commended the Churches that have already made efforts towards the implementation of the training in March 2016. Some of the Churches he had visited include Protestant University of Rwanda, Presbyterian Church in Ghana, Mindolo Ecumenical Centre and others.

***Opening Session Photos***





### 2.3 Assets Development: Journey to Date

Prof. William Ogara, the facilitator in the workshop began his presentation by taking the participants through the context of asset development. He pointed out that it is noted that Churches and church-related institutions own and manage large amount of assets. These assets include real estate, land, art, forests, water resources, financial investments etc. He said that these are important sources of income and sustainability for the Partner Organisations but they are not often well managed. The key challenges in assets management include:

- a) An institutional culture where leadership is not challenged and where religious affiliations count more than skills and knowledge,
- b) People in leadership position often follow a theological education which does not focus on good administration and stewardship,
- c) A number of Churches often operating with minimal oversight.

He proposed that there is need for a theory of change. This means that they can then become financially sustainable if they use their assets in a creative manner. He stated thus, *‘That with an intentional process of*

*capacity development for the Institutions, it is possible to see them becoming financially sustainable through creative use of assets that they have.*’ He went on to say that positive change is possible. Hence, partner organisations should put their house in order and start to reap the true benefits that come from a disciplined approach in the manner in which they manage their assets. He also alluded to stories of change shared in ACAP I which demonstrated that positive change is possible. However, he pointed out that this will only be realised through a systematic process of engaging institutions with strategies that are designed to assist them improve on their capacities.

The partner organisations should therefore focus on two goals namely, that they are financially stable as a result of effective use of assets and that there is in place an active online community of practitioners within African Church Institutions which actively share lessons learned, experiences and promote practical actions within their own institutions and beyond.

Prof. Ogara also highlighted the accomplishments of the ACAP training. These accomplishments include:

- a) The ACAP Conference held at AACC in March 2016 and attended by 18 participants representing 16 different organisations and 9 different countries,
- b) The Conference succeeded in facilitating the formulation of a document that outlines common issues, strategies and tools needed to strengthen capacities of the target organisations,
- c) A common communique was approved and necessary actions for the future were listed and discussed.

He pointed out that 18 months earlier, the participants had been commissioned to go back home and do the following:

- a) To go back home and explore the need for improved theological curricula which includes effective stewardship,

- b) To put in place robust management and oversight structures for the management and upkeep of assets,
- c) To seek external professional advisors where necessary,
- d) To set in place and maintain assets registrars, share experience on management and revenues of assets.

Prof. Ogara concluded his presentation by saying that one and half years later, participants were back to do the following:

- a) Discern what efforts are in place within participating institutions to improve leadership in management and governance of assets and resources,
- b) Explore to what extent the existing leadership of the participating religious institutions is aware and has the necessary institutional backup to ensure that transparent and accountable procedures are put in place and implemented,
- c) Explore whether the Modules for improved asset and resource management have been developed and adopted by at least 3 theological institutions.

He invited participants to share their individual stories by simply saying what they are doing in their local settings. More details about their accomplishments would come up during a later session namely ‘the market place.’

## **2.4 Personal Stories of the Participants**

### **2.4.1 Personal Stories Session One**

#### ***Rev Dr Brighton Killewa – ELCT***

The Evangelical Lutheran Church in Tanzania (ELCT) has 25 Dioceses spread out through the country. When it comes to managements of assets there are policy and guidelines to follow. Due to decrease of funds from the donors the Church decided to start an investment company



under the name Lutheran Investment Company (LUICO). This is the first huge investment company. There is a need for training the leaders. The first training was beneficial since it was helpful in enabling some progress in the Churches.

***Cornelius Ininda - CHAK***

The participant began by sharing that sitting in the conference during the training 18 months ago, he wondered what his organisation would benefit. This is because the situation in his organisation is different. By the end of the session he realised that he could held his organisation to deal with management of resources and prevent leakages of funds. He highlighted two things that he has seen change. The first is related to the expenses. There was poor management of use of fuel and a lot of funds got lost. Hence, 60 to 70 thousand Kenya shillings are now saved every month. There is a guest house also that is an income generating activity. For the many guests who are accommodated taxi services are sought. Now they have a vehicle and hopes that next year he can report on the tangible income benefits to the guest house.

***Papa Whyte - Methodist Church of Ghana***

He narrated how the bishop had called him and granted him the opportunity to participate in the ACAP I. It was an opportunity to learn asset management. After ACAP I, they have managed to accomplish the following:

- a) Mapping the assets of their head office had started,
- b) The Methodist Church in Ghana is big. It has 19 dioceses and the legal team has developed a template to gather the real estate information in the dioceses,
- c) Two Dioceses have already sent their information. They are in the process of computerising them.

He pointed out that they have had challenges in relation to registration of land which takes a very long time. However, with the assistance of friends in the government ministry they are making head ways and the process is carrying on well. The future plan is to turn the assets into sources of revenue for the Church. In this respect, they are planning to select participants from all the department in all dioceses and take them through a trainer of trainers' workshop on asset management.

***Bwibo Adieri – Anglican Church of Kenya***

He began by acknowledging that the first ACAP training was an eye opener. After the ACAP I, they have managed to train all 38 bishops of the Anglican Church in Kenya on asset management which is part of their mandate on good stewardship of resources. This was a key milestone. Secondly, they have managed to train nine ADS directors. From the management audited reports, he was pleased to report that there were no issues in relation to management of resources. They have managed also to assist five Dioceses to develop their strategic plan which includes asset management as one of the key pillars.

The ADS has helped the Anglican Arch-bishop to develop a decade theme for the Anglican Church as an institution. The pillars here include good governance, policies, constitution and assets. Here again asset management is a key pillar for the theme to be launched in a week's time. Internally, ADS, through support of Bread for the World, is developing software to assist in asset management. This is an internal mechanism to strengthen asset management. They have two pillars in their strategic plan. The first is sustainability and institutional development. Under institutional development they are developing module to assist the parishes especially the treasurer who are important in resource management. This is hoped to be helpful to them because they will be trained on resource management. The country is going to be divided into regions and then training workshops organised for them throughout the

year. Some of the key challenges include staff turnover including bishops retirement and sometimes proper handing over is not done. The administrative secretaries are very important since they play key role as Bishop's assistants. They need training as a result. In the decade theme it is hoped that a proper succession plan is put in place to address that the challenges.

***Ruth Dul – CRUDAN - Nigeria***

She began by saying that at the beginning she was very sceptical about the training. She did not see what she could benefit from the training. After participating in the ACAP I, she realised that the benefits were enormous. Back at home, they have now been able to do an asset valuation and have done mapping of all their assets. She pointed out that CRUDAN has a guest house in Jos State. The guest house is now pick-up from a national crises between Christian and Muslims. The propaganda spread through social media had affected businesses and tourism. A consultant was hired to help the guest house management because of the work was enormous. A new board of management was also set up.

The guest house had been in existence for many years but the land documents had not been legalised. The process began in order to legalise the documents for the property owned. She acknowledged that the work is enormous and they are trying their best to do things the right way. They have hired a consultant to assist.

***Emmanuel Ansa - Kingdom Equip Network (KEN) Ghana***

He pointed out that at the beginning that his sharing would be a little different from the various presentations before his. This is because he did not participate in the ACAP I. He said that he comes from a local Church and an ecumenical background because he was involved with a group of about 200 Churches who had similar problems in relation to

asset management. Some of the challenges they were dealing with included land acquisition. This is very much related to documentation of the property. There are cases of land fraud, especially Church owned land. For example, if a pastor buys Church land under his own name. Secondly, land that is donated to the Church is sometimes subject to claims of heritage from the children of deceased donators. Another issue is in relation to maintenance of structures such as buildings which were built some time ago.

Last but not least, he spoke of investments in tertiary education where they are losing due to low income. He noted that licenses are not easy to acquire for private companies. There is a lot of competition from government institutions even if they offer low quality. Private tertiary schools are expensive and has high overhead which the income cannot sustain. They have put in place a committee to review the plans so that it is not only one person making decisions.

The challenges include the level of competencies. Hence, there is need for effective management of assets for the Churches. There is need therefore for a review of the legal framework where Churches operate.

Monika Redecker shared that in the Sudan Conference of Churches assets were registered under private persons but are paid by Churches. This practice continued even when they moved to Juba after South Sudan became independent. Bright Mawudor shared his experience at the AACC in relation to the registration of assets and thanked Globethics.net for this training which has brought to light how well assets need to be managed. A lot of the assets are lost as a result of some of it being registered under the names of the leaders and when they pass on their children claim it.

### **2.4.2 Personal Stories Session Two**

#### ***Gerald M. Lutaaya - Church of Uganda***

He began by saying that he was going to give a summary of what they have done and the details would be heard at the market place. He pointed out that the situation has not been easy. They have a plan to train all the Christians on asset management. They have started with eight dioceses and did a pilot training on good stewardship. They trained 500 leaders during the training. They scaled up and their immediate goal was training trainers of trainers. They have also carried out training at the regional levels. In each diocese they have a contact person to coordinate the trainings. They also plan to train the bishops. They have also gone ahead as a way of monitoring their assets to deal with the issue of land documentation which is a huge problem. They have launched a strategic plan where they have spelled out what needs to happen. They target to increase their infrastructure by 25% in the period of ten years.

One of the main challenges experienced by the Church of Uganda is the issue of corruption. Like some of the participants before him, he noted that acquiring a title for property from the government offices is difficult. It can take a long time. However, progress is being made. To address the challenges they will come up with policies that will guide the management of assets. Secondly, they will empower the staff and members on the effective management through training. His expectations from ACAP II is to get advise on how to use what they have to raise income so that they stop depending on Sunday collection alone.

#### ***Odile Bulabula - Église du Christ au Congo ECC***

Madam Odile gave her presentation in French. Her presentation was translated simultaneously by Prof. Christoph. The Église du Christ au Congo (ECC) has 26 member communities in South Kivu, Democratic Republic of Congo (DRC). The ECC has departments and services that are operational. They include Education (ECP), Health (DOM), Peace

and Conflict Transformation (RIO), Emergency (MERU) etc. Each department has in the past produced its report alone. However, in 2016 they produced a consolidated financial report and a consolidated inventory. This was considered a huge step towards the right direction. Nevertheless, there remains a lot to be done.

The challenges experienced are first, so far the issue of ownership of property has proceeded at a slower pace at the level of the member communities. The issue of accountability is equally wanting. There is a need to build a culture of accountability and reporting. She pointed out that the Churches need to understand that the accountability reports play a significant role to the organisation even before they show the status to the donors. Another challenge is poverty. This, she said, had been caused by the almost permanent insecurity in the DRC. It places the Churches in a state of reliance on external support.

She suggested that these challenges can be addressed in two ways: first, by raising awareness, creating a culture of transparency and accountability at the level of local Churches; and, secondly, through strengthening the capacities of the members of the Churches and the leaders who include heads of Churches, departments, finance officers and other staff of ECC.

***Raymund Apawu - Evangelical Presbyterian Church of Ghana***

He began by conveying regards from the leadership of his Church back in Ghana. He pointed out that for a long time the Church did not have any plan concerning how to manage their assets. They did not take their assets seriously. After ACAP I, the Church had developed a 5-year strategic plan to manage the assets of the Church. They also realised that the Church was losing her identity. Now they have started rebranding by designing a uniform sign board that is used for all the local Churches. With the existence of the assets office now there is proper implementation of the strategic plans. They are currently updating their website and part of the links is the Church assets. The budget to implement asset

management has been approved for the first time in the history of the Church and some abandoned assets have been renovated. Four of these assets have been fully renovated and one is in the process of being renovated.

The Church has realised that it cannot depend on Sunday offerings and donation from external sources. This has led to a department of the Church called EPRA. The Church now has tree plantations on some Church lands and it is hoped that when these are felled and sold they would generate income for the Church. They have also engaged the services of a consultant to help in the registration of unregistered land and the documentation of old land that remains unaccounted for.

***Bishop Stephen Njihia Mwangi - Mindolo Ecumenical Foundation (MEF) Zambia***

He began by giving a background of MEF by speaking of its location in Zambia and what they are doing. He noted that they have land in three different areas in Zambia namely Kitwi, Kalulushi and Lusaka. He pointed out that have a number of challenges: donors have pulled out for various reasons, their buildings are old and for some time abandoned and some of the land they own has no documentation, such as title deeds. The often time-consuming process of registering land is also a factor. Additionally, they have a huge debt from the year 2000 and the penalties associated with it are bringing MEF down. He caused some laughter when he suggested that this loan, which is a total of 2.7M Kwacha (approx. USD 500), cannot be paid off.

He said that the renovated properties can be seen during the market place session from the photo gallery. They are also doing well in terms of verifying existing documents. He noted that the foundation is losing some of their land due land grabbing. At stake is about 16 hectares. Since ACAP I they have compiled an asset register and are planning to engage an expert for the valuation of the assets. They have already developed a strategic plan 2017 to 2021 which is the road map for the next

five years. In the strategic plan they have created an asset maintenance plan, strategies for debt reduction and better ways of land use. In addition to all these he said that they are looking for partners who can work with MEF. His expectation from ACAP II is that he wishes to learn more and acquire practical knowledge that will enable them at MEF to forge ahead to greater heights - to learn more.

***Kalisa Callixte - PIASS Rwanda – now Protestant University of Rwanda (PUR)***

Kalisa was participating in the ACAP for the first time. In ACAP I Prof. Viateur Habarurema participated from the then Protestant Institute for Social Sciences (PIASS). Kalisa did his presentation in French which was translated by Prof. Christoph. He reported a number of activities they have done back at home since ACAP I. He pointed out that the main source of income for their institution is first and foremost the fees from the students. They also receive funds from rent charged for use of buildings in the institution and thirdly donations from external sources. Since ACAP I they have come up with a strategy to increase income from assets. They have managed to reduce the cost of paper as well as printing and photocopying by 80% from a staggering figure of 10 million to 3.7 million Rwandese francs. He attributed this success as a outcome from ACAP I. During this 18 months period, they have set up a committee on asset. This committee is composed of the university management, chief of finance, accountant and maintenance team responsible for student houses. They have adopted this strategy in order to increase consciousness on asset management among members. The consequence of this effort is that they have been able to make an inventory of assets, equipment and materials owned by the institution. They have also done an evaluation which has enabled them to identify undocumented assets. In the near future they plan to carry out a total assets valuation.



There have been numerous challenges. First of all, there is a drop of new students due to increased unemployment in the country. Secondly, there is the issue of capacity of staff—there is need for improving the planning capacity of staff. As a result, management systems are in the process of being improved. University owned assets are not sufficiently utilised. This includes students not taking care of chairs for instance. There are efforts towards raising awareness towards sensitising students on the responsible use of school assets. He concluded by saying that he hoped to learn more during ACAP II to better equip himself with skills in managing institutional resources.

***Paul King'ori - FPFK***

He began by saying that FPFK was founded in 1955. The first missionary came from Norway. He said that FPFK and AACC are siblings born around the same time. In 1960 other missionaries joined from Sweden. In 1997 the two countries merged their services in Kenya. This merger is the official starting of FPFK. They have had ideological challenges from then which is causing some stir in the Church until now. They inherited a lot property from the two missionaries. Registration of properties was under Swedish and Norway missionary names. These properties have been handed over to FPFK which is another legal body. The big challenge is that the missionaries who left do not have the documents of ownership. As such, land grabbers, who are aware of the situation, have taken the opportunity to lay claim of the properties. Some of the land is registered under the missionary's name and in the event that the person dies, transfer of ownership becomes problematic. In some instances, they have lost property. Some of the property is also on leasehold and hence issues of legal ownership require renewal. In short, lack of documentation has been their greatest challenge particularly because many people have taken advantage and grabbed Church land. In particular, they have lost five hectares of prime property, which has led to legal battles in court. At some point they shared the same venue with

another ministry for worship. Ten years later the ‘guest ministry’ registered the land under her own name and FPFK was evicted from what was originally their own land. Nevertheless, through the help of Prof Ogara they have been able to map all their properties across the country. They are also in the process of reviewing their constitution with regards to the power of the local organisations. This is hoped to bring harmony among the different members under FPFK. From ACAP II, he expected to learn more on how to handle related issues.

***David Mhlanga Mangemba - Zimbabwe Conference of Churches (ZCC)***

He began by saying that in his local setting they do not experience shortage of skills to manage their issues. From ACAP I they have been able to make sure that members understand asset management. They acknowledge that the bishops are professionals in their own fields but not necessarily on asset management. They created a committee composed of professionals headed by the head of the Church. They have also established three committees, namely, theology, finance and stability committees tasked with the task to manage the numerous assets left by the missionaries. He pointed out that the Church is operating on a cash payment basis. They now implemented an accrual policy on income and expenses in order to record assets in balance sheet.

***Facilitators’ Response to Shared Stories Session Two***

Monika began by saying that in March 2016 there was a sense in which she felt that Bread for the World did not have much to offer. However, she noted that her confidence in the project slowly coming back during ACAP II. This she said was a very positive message she intended to take back to her colleagues. It was encouraging that the participants were looking into the issues themselves, meaning they are taking up the challenge and are doing something to address these challenges they encounter. She advised that the all must be responsible for

the asset entrusted to them. Make an effort to develop them because attitudes are changing. The questions that need to be answered then are: where do we start as a church? What distinguishes us from other investors? And, finally, how do we invest?

## **2.5 Market Place Story Experience - Gallery Walk**

The market place was an open set up where each participant or participants from different Churches and organisations showcased what they have been engaged in doing. It was an opportunity for the participants to share with colleagues their successes since ACAP I. A lot of display was presented across the various tables that were set up based on the different regions. The different regions included East Africa, Central and Southern Africa as well as West Africa. The stories during the market place were shared through photos, discussions, videos and Power-Point presentations.

A lot was heard at the market place. Participants have made forward strides in regard to asset management. The success stories that were narrated during the sharing of individual stories were being contextualised here. The Mindolo Ecumenical Foundation, for example, is a faith-based institution which runs various activities including: training in various courses which is the core business; hospitality which involves running a restaurant, offering conference facilities and outside catering among other things. They also engage in small scale farming where they rear pigs, grow vegetables, grains and cereals.

MEF is endowed with various resources which require maintenance from time to time: These resources include a land of over 150 acres in the main campus with many but aging buildings, land of over 1000 hectares for farming 20km from the main campus most of which is not utilized, a plot of nearly one acre in the city of Lusaka which is undeveloped, a five-floor building in the middle of the city of Lusaka with four

floors occupied by tenants leaving one floor unoccupied, and about 50 rental houses. We also have a standby diesel generator, four running motor vehicles and a source of our own water with a treatment plant. In regard to technology assets, we have computers (desktops and laptops), intercom system and internet connection.

Despite being endowed with the resources outlined above, they face the following challenges:

- a) Old infrastructure requiring constant repairs thereby reducing the rate of development,
- b) Old debts weighing us down as we try to make progress,
- c) Trying to commercialize old infrastructure and land and
- d) Lack of funds to improve our properties.

Despite these challenges they have tried to tackle some of them by:

- a) Renovating and repairing some our properties
- b) Verifying and putting in safe custody our documents regarding our properties
- c) Locating the beacons of our landed property
- d) Compiling a comprehensive fixed assets register
- e) Attempted farming for income generation
- f) Drawing a Strategic Plan (2017-2021) as a road map in the next five years
- g) Introducing new courses in the curriculum

In addressing these challenges they are trying to do the following:

- a) Creating a maintenance plan
- b) Using the Strategic Plan as our road map
- c) Trying to find out how we can use experts in some areas
- d) Trying to improve ways of collecting money and trying to reduce debts
- e) Looking for partners who can walk with us

- f) Participants expressed themselves differently after the market place experience.

Some of the messages that came through from what the participants heard during the market place included:

- a) Most of the encroachment of the land is done from members not outsiders especially when they realise that it is not registered. There is plenty of unregistered land out there which is then taken by land grabbers.
- b) A lot is happening in each and every country and organisation. I do not want to be left behind. I need to do what must be done.
- c) Action plans are being worked on. The issue of corruption is rampant and is cutting across each country. We need a handbook for Church management and a code of ethics so that we are able to fight corruption.
- d) What kind of sanction can we put in place in the Churches? We need to be clear with this because without it enforcement of guidelines and implementation of policy will remain weak. There is need for sanctions and not just mechanisms.
- e) I like the issue of handbook on Church Management, Ethics on Asset Management and/or Manual on Asset Management. All these need to be in one book. I think here Globethics.net and AACC should endeavour to produce such a book.
- f) It is important to show the good things that we are doing. By so doing, we can move on and encourage others as well. On the negative side, there are Church leaders who are in prison due to corruption. There is need for checks and balances. There is need to have systems and mechanisms put in place to guard against such eventualities.
- g) We can do it. We need to move from lamentations to revelation.
- h) Ownership of land properties by the Church is crucial. There is need to inculcate this in the minds of the local Churches or grass-

roots. This will guard against Church losing property that is registered in the name of the minister and not the Church. The management of assets should also involve the owners (the Christians).

- i) This includes manage assets; register real estates but this was followed by the fact that there is no money to pay for the registration. The cost for registration is very high. I also heard that we can sell some to register the rest; there is also opportunity seek for donor support. A question that came up is that, ‘Do we now engage lawyers to do the job for us?’
- j) There are real stories that Church leaders are in prison. A case of the Ghana Church where money was collected from members to pay a bank loan. Part of the collection was pocketed and was not used to repay the loan. The government had to intervene and the perpetrators were imprisoned. Another example is about case that was in the Supreme Court a few years ago. An establishment started a school branch under a new name yet they were already registered. The case dragged for 15 years in the Supreme Court but finally the pastor was convicted for deception due to changing the registration. The pastor was however, not imprisoned but he was asked to leave. Such cases cause a lot of embarrassment to the Church.

Some of the photos from the market place can be see overleaf.

**2.5.1 Market Place Photos**





## **2.6 Highlights from the May 2017 Survey**

Prof. Ogara began by explaining the background of the survey. He noted that this survey was based on participation at the Phase I of the Africa Planning Workshop held on the 2<sup>nd</sup> to 4<sup>th</sup> of March 2016 at the All Africa Conference of Churches in Nairobi, Kenya. This workshop was the first step of a comprehensive programme aimed at facilitating leaders in Church institutions (such as educational centres, health care services, seminaries, etc.) to build practical capacity for effective and efficient management of assets and resources entrusted to the Partner



Organisations, he noted. He went on to say that after more than a year had passed since the last workshop, it was decided that a survey be conducted in May 2017 to assess key progress marks. A questionnaire was emailed to the participants. The response rate was that 16 out of 26 participants duly returned their filled questionnaires over a period of six weeks. This represented 62% feedback which provided a reasonable basis for making conclusions.

The findings were presented following the key questions posed to the participants. The findings according to the goal the participants had when they left the workshop showed that one of goals included taking inventory and mapping of fixed assets. In relation to this goal the following were revealed:

- a) The mapping, registration and securing of Protestant University of Rwanda assets and the designing of the master plan of their development 2030.
- b) Map all the assets of the organisation. Then assess the extent to which the assets would be used to generate financial benefits to the Organisation
- c) Come back to the office and carry out a full inventory of the foundation, assess the condition and value the assets
- d) help register more of the churches lands
- e) Commission the Education Secretaries to relay the core content of the workshop to their collaborators on the field as the beginning of an awareness campaign on proper asset mapping, registration, management and sustainable development
- f) Ensure that all our assets have got officially documents and to sensitize church leaders on that issue. To verify if all materials are registered in the inventory book
- g) Identify the Organisation's assets (land and other properties like houses, equipment and other assets

- h) To enable ACK have a clear strategy for accounting for assets acquired over the years

The second goal they set in mind subsequent to ACAP I was the issue of improvement in investment of fixed assets. The participants' responses showed that they had been able to achieve the following:

- a) Assist in improving the way that the organisation benefits from the assets it owns
- b) Manage well the buildings of the Church of Christ in the Congo in the Province of South Kivu
- c) Rebranded CRUDAN with sufficient funds to implement programs, diversify investments and provide consultancy services to organisations, governmental/non- governmental and other institutions

The third goal identified as part of what they endeavoured to do upon returning back home after ACAP I was to report back home and sensitise those left behind on good stewardship of assets. A lot of onward training of those who had not participated in the first training was done. Their responses included:

- a) Re-Structure the Church of Uganda and create a Directorate of Land Management and another Directorate for Finance, Planning and Investments
- b) Report to the church what we learnt I make the church members to understand and commit with the project
- c) Sensitize the Anglican Church of Kenya leadership on good stewardship of Church resources.
- d) Produce a comprehensive report and do a presentation thereof to the Executive Secretaries of Education (Education Secretaries) of the 09 member churches of our organisation
- e) Render an account of lessons learnt

- f) Share with leadership and congregates the options available for increasing resource earnings from Church assets instead of depending on decline church collections

Fourth, they had a planned to develop a theological curriculum. On this issue not much had been achieved by many of the participants in their local settings. However, one participant had recommended to the Church to consider developing a theological curriculum in their educational institutions that addresses effective stewardship over assets. It is a work in progress.

The second question sought to establish from the participants what was working well for them back at home in so far as their goals were concerned. This also elicited a number of responses. According to the report from the survey the first aspect that came forth was improved management of assets. Here, participants cited the following from their local situation:

- a) There has been better management of vehicles fleet of the organisation leading to reduced costs
- b) We have made very good progress in putting together and verifying our official documents/title Deeds, 2) Locating beacons for our landed property and Compiling a very comprehensive Fixed Assets Register
- c) All is going on well the inventory has been done, condition of assets noted and waiting for valuation
- d) Documentation has been produced and all assets are recorded and valued with the assistance of members in the Real Estate profession
- e) Documentation of all Churches' documents
- f) Response is gradually increasing on regularizing land documentation
- g) Creation of the Directorate of Land Management specifically to manage the Land resource and The Directorate of Finance, Plan-

ning and Investments to manage the other Investments of the Church of Uganda

- h) The report was produced, the presentation done and the Education Secretaries commissioned
- i) The staff responsible are taking their work seriously and we are increasingly witnessing improved accounting for Fixed Assets
- j) The findings from the survey also showed that capacity building initiatives also worked well for them. Based on this, the following was heard from the participants. These are voices of the participants who took part in the survey.
- k) Two capacity development workshops with top church leadership have been held including ADS Regional leadership on stewardship of church assets.
- l) We included Asset Management during Strategic planning workshops for some church denominations.
- m) I have shared the knowledge with all the stakeholders itemised above and trained Guesthouse staff.
- n) What is working is the higher consciousness of the believer according to the importance of good asset Management in the Church.
- o) On 8th - 9th April 2016, Planning Officers and Treasurers from ELCT Dioceses met for a workshop in which I was given time to sensitize them on the importance of stewardship over assets as we learnt during the ACAP I workshop. I made presentations on mapping of assets, registering and securing of assets as well as the Church investments and taxation. About 60 participants attended the workshop. It was unanimously agreed that after returning back to their respective dioceses they will also impart knowledge to other leaders
- p) I was granted the option of leading a planning workshop in one of the Conferences where I shared the options and proposed review of all Church assets with a view of alternative use.

Engaging outsider consultancy services also worked well for the participants in realising their goals after ACAP I. Those who took part in the survey pointed out that this is being sought. It includes assessment done by external auditors/government intervention through tax assessments. The following responses were given by the participants in relation to this issue.

- a) We engaged a consultant to work with the Guesthouse Manager to improve efficiency.
- b) Policies are being reviewed, though not yet completed.
- c) Tax assessment was done by the State government. As a result of the tax assessment, it was discovered that the Guesthouse had to be re-registered if not the tax requirement will be very high because initial registration was a limited liability. This is in progress.
- d) An auditor appointed to audit accounts and work out VAT issues for the guesthouse.
- e) We are about to engage consultants to do asset mapping for the organisation beginning at the headquarters.

In a similar way, a recommendation of developing a theological curriculum on Church Assets was received and agreed by the Commission of Theology and Ethics of the Evangelical Lutheran Church in Tanzania (ELCT). Subsequently, the proposal was taken up to the Executive Conference of the ELCT for approval. It was eventually approved for implementation.

There has been a share of challenges as well. Some of the issues here were related to management issues and others capacity on the part of the staff. Those who took part in the survey pointed out the following:

- a) At the moment some buildings are well managed and others not yet.

- b) In my organisation, in some department, they begin but I am not sure that people understood the necessity to have a good assets management, the way is still long.
- c) Unfortunately, there has been little or no progress in the transmission of the Nairobi lessons on the field. The multiple duties of the Education Secretaries and the turbulent school 2016/2017 year have not helped the situation.

The third survey question sought to determine what the participants thought was the main reason for their success. Commitment from the top leadership of the Churches and the organisations was singled out as the main reason. The participants said the following:

- a) New Leadership that has created an enabling environment for assets to be properly accounted for. This is coupled with holding of bishops and ADS Directors' capacity development trainings as well as strong governance and Church policies at diocesan and national levels.
- b) The strong commitment of the top management of the University
- c) Support of the Board and Management. They were very happy with the outcome from the workshop.
- d) The standing committee of the Church is consciously speaking about the need to regularise our lands wherever they go, and more pastors are responding unlike previously.
- e) The main reason of my success is that in 2016 the annual theme of the Church was: 'The preservation of the heritage of the church.'

Similarly, skills gained from the ACAP I were pointed out as a reason for the success of the participants back at home.

- a) The main reason for success is to apply the lessons learned at the Nairobi workshop on 2 March 2016 Commitment as agreed by Workshop participants that the knowledge should be imparted to

others. The reason is that ACAP I served as a wakeup call and we had to take the challenge and acted upon what we learnt.

- b) I showed them others' experiences from Tanzania, Zimbabwe and AACCC how our colleagues are getting money from their assets. The publication showed that it is serious.
- c) The main reason for this success is because of the workshop I attended which encouraged me to look at assets differently and to care for them as they are part of resource mobilization.

Other reasons attributed to the success of the goals set included the understanding of enormous benefits of asset mapping and security of Churches' properties by the leaders of my organisation; the idea of the phase II of the workshop where participants would report what has been achieved; good audit processes and management controls of fleet of vehicles and employment of professionals to manage the assets of the Church of Uganda.

In conclusion, the survey showed that there are also persisting challenges. The challenges do exist but the good thing is that we do not give up. The said challenges include:

- a) Lack of means to implement all the ideas.
- b) No success as of yet.
- c) The dire need to improve revenues, I believe contributed to the willingness to listen to any alternatives. The business options are limited but the Church Tent and Halls are now fully marketed for weddings. This has started to show flows of income from assets.
- d) The economic decline in Zimbabwe has left many congregates unemployed or employed with a reduced salary. This has led to a serious decline in revenue.

## **2.7 Open Discussion - Comments**

The facilitator, Prof. Ogara then opened the session for participants comment before the final wrap up activity of the day. During this open discussion Prof. Christoph made a contribution in relation to the stories that had been shared during the day. He noted that a lot of positive stories had been shared by the participants. However, his observation was, considering the international scenery today (citing examples such as SDGs etc.), that ‘people want to hear figures’. He explained that it is probably not enough to say we did mapping of the assets. It is important to focus on the results of the mapping namely how many assets are in question, committees formed – what have they achieved. Bringing facts and figures is very important because if you register one land out of 500 is not good enough. He then concluded by encouraging the participants to be clear on their targets and accomplishments by mentioning the figures. There is need for a methodology to bring the figures on board.

## **2.8 Evaluation of the Day**

Dr. Bright Mawudor facilitated the evaluation session. During this session he asked the participants to express themselves freely about how the day progressed. He also asked them to say something about the methodology of facilitation.

- a) I have learned so much on how we can maximize people.
- b) Leaders like myself and who are in my posts are discouraged in doing their jobs but I am so energized with the experienced shared during the market place. I appreciate all those who came to ask questions. I like the step by step process: a few minutes of sharing and the management of conferences is better.
- c) I have learned a lot from the stories. The method was very good. It was not academic and complicated. I was able to follow and I



enjoyed. The market place stories were linked to the topics being discussed.

- d) The methodology is good. Hearing the stories is interesting. Something good is started and new horizons are opened. It is nice to see what came out of ACAP I for example policies are being developed. In Zambia something good came out of nothing.
- e) The sessions were interactive and more practical than theoretical. I like the fact that there is recognition to everything that we do back at home even if it is little.
- f) Monika came with doubts. Was she the only person who had doubts? We in Geneva also doubted. However, do not give up. We are on the right track. The market place was an exercise which is worth consideration. There is need for developing guidelines for Church asset management. We are moving from lamentations to revelation. It was a great experience.
- g) I learned a lot. I am impressed with the things that Churches are doing in their own countries.
- h) The accumulation of knowledge begins at the time of birth and ends at the time of death. We continue to learn every day.

## **DAY 2: TAKING ACAP 2 TO THE NEXT LEVEL**

### **3.1 Devotions**

*Prof. Dr. Christoph Stückelberger - Morning Devotion:  
Entrusting Assets (Matt 25: 14-30)*

The reading was done by Steward Deborah. Prof. Christoph started by saying that this reading is based on stewardship of the Church assets. God entrusts assets to us. The Greek translation of steward is ‘oikonomos’ - ‘οικονόμος’ (economy). He went on to say that the Lord gives us freedom to choose what to do with what He has entrusted to us. He does not stand before us or behind us to tell us what to do. We have brains and must apply our wisdom to manage what He has entrusted to us. Interestingly, He also gave them the talents according to their capabilities. He does not give to one what he/she can be able to handle. It is upon us to apply the wisdom He has given to us to manage the talents that He has entrusted to us.

Another lesson from this passage is fear; the fact that one is pessimistic about life. One feels that they are not capable of handling that which has been put to their care. The Lord says that if you fear you cannot be a good steward. You should never be guided by fear but by courage. Even when you make a mistake in management, the Lord is present. He is there to encourage those who take the risk and try work with the talents given.

Geoffrey Alemba, the Protocol Officer at the AACC who is also a guitarist and wonderful musician quickly taught the participants the following hymn titled, 'Land as a Blessing of Africa.' The hymn was adapted as ACAP II hymn:

Children of all Africa  
Be aware of our blessings  
God has given us land  
This contains all resources  
*We have land, we have forest*  
*We have deserts; we have rivers*  
*Mountains, seas and minerals!*  
Children of all Africa  
Be aware of our blessings  
If land is well managed  
It can develop Africa

Children of all Africa  
Be aware of our blessings  
Protect our God-given land  
Land is source of our wealth

Children of all Africa  
Be committed, good stewards  
Work hard, use our land well  
Land is source of our wealth

The devotion ended with all praying the Lord's Prayer.

### **3.2 Reflections on Day 1 by the Participants**

After the morning devotion Dr. Bright Mawudor asked the participants to give their reflections about the first day while the facilitator set up his presentation. One by one, the participants started sharing their own reflections from where they were seated. They had the following to say:

- a) Methodology is good
- b) Learning experiences are many are good
- c) I am encouraged by the work of others
- d) I am impressed and touched by the humility of the team (Dr. Mawudor; Prof. Ogara, Prof. Christoph, Monsignor Obiora and Monika)
- e) The problems we experience in our local settings are the same based on the stories everybody told.
- f) It was interesting to hear the people's stories.
- g) We own the workshop because we are participating not only listening.
- h) This is a practical workshop. There are no theories
- i) I am determined to make my organisation better
- j) This is an eye-opener that we can become donors to others including the current donors
- k) ACAP II is building on ACAP I. We can see the progress
- l) The market place was an interesting experience. We were able to share what we do and appreciate other people's experiences
- m) It was my first time to attend. From the sharing I have learned a lot.
- n) I slept very soundly because changes are taking place step by step. It is no longer time to shy away from issues but to confront them and face them in order to remain on tract.

- o) I give a word of gratitude to all of you. Poverty is not God determined. Poverty is man-made. You were given the gifts, just manage them. We will put the research (of Rev Jairos) in our library. I thank Bright and William for the good facilitation
- p) Globethics.net kudos for innovation. I am going back to AACC Assembly in Uganda. ACAP is result.
- q) Bread for the World thank you for making the resources available

Monika Redecker said that she slept soundly the previous night because the experiences of the previous day showed that a lot of progress was being achieved. The experiences from the sharing showed that the participants are focused and that they have the determination to achieve the end.

### **3.3 Taking ACAP II to the Next Level**

Prof. William Ogara began by telling the participants that day one was a time when they gave their stories and it was a relaxed opportunity when they shared what they had been doing in the past year and half. Day two was the main day where they were to delve into the thick of issues. In his own words, ‘moving into the deep end,’ he said. The method the previous day was about bringing out personal experiences/practice in whichever way we deemed right. On this day the focus was to interrogate the practice or rather challenging practice. This is the launching into the deep. Here we get humbled and realise that some of the practice is distorted. This would be helpful when we go back home. Through Information Technology (IT) he said all will be linked up so that no one feels left alone. He was referring to the Globethics.net online workgroups through which participant would continue engaging.

He asked participants to take five to ten minutes to reflecting and writing down in their note books two to three things they would like to change that is changes they are ready and willing to make when you get

back home to improve on your work of asset development. Similarly, they were to point out what support they needed and from whom. After the five minutes, participants were asked to keep all that aside and it would be used later.

The main questions raised in day one were revisited. One of the questions posed resulting from the experience of Mindolo Ecumenical Foundation was, 'We have been slapped with a pension debt of \$277,000. What do we do?' participants shared opinions on this issue. Dr. Bright Mawudor was asked to give his take on the issue. He gave background account of what Mindolo was going through. He noted that during the previous administration the foundation did not make money, so the staff were paid through kind. This he noted was a criminal thing. To solve the problem, they reduced the size of the board members and cut down the staff establishment. A new team of administration was brought in. At that point a decision was taken to sell part of the assets in order to pay debts. Before selling they had to overhaul and get an effective system in place that would ensure accountability. Another issue that was considered was the fact that they needed determine who owned Mindolo. When the selling was done with the new administration, today Mindolo is doing very well and they can even cater for the accommodation and subsistence of the team whenever there are meetings.

The second question discussed was, 'How do you do asset management effectively in the midst of a context of conflict and poverty as is the case in the Congo?' Msgr Obiora Ike addressed himself on the issue. He pointed out that in his view the problem of Congo was not local. 'The conflict in the Congo is made from abroad,' he said. There are people from outside Congo who are interested and jostling for the minerals and land in the Congo. This is a reflection of the best in Africa being aggressed from outside and being scrambled for. However, there are those in the Congo who from the experiences of the past have not

realised that they need to stand together in unity for unity is strength. He however, said he could be wrong and was willing to be corrected.

Bishop Kuye-Ndondo of Sud Kivu spoke in Swahili language and acknowledged that the problems of Congo are external. He said that internally there are issues that are due to external influence. This has happened that even in the Churches and denominations are not agreeing. He said there was a time the Churches worked together. From 2012 there was some unity. Now some have taken sides and this has brought problems lately. 'We however, endeavour to be united by using our talents,' he said.

The third question for reflection was, 'How can we be better equipped to address corruption cases that are so deep?' Steward Bwibo Adieri from ADS addressed himself on the issue. He began by acknowledging that the issue of corruption is real in the Church but no one speaks about it. He noted that organisation property has ended up in peoples' hands. This is brought about by registering Church property in individual's names. He shared a case where a men group in the Church bought property but an individual registered it in his name and even the intervention of the bishop would not solve the problem. There is need to put in place the right systems, right mechanisms, etc. to settle matter. In ADS rebranding was done to ensure effectiveness, efficiency, relevance and sustainability. Similarly, registering of land is now done centrally.

Steward Joy shared an experience of a similar situation they were in 15 years ago. In the Philippines it was recommended that all the bishops attend a management training. The bishops felt it was arrogant that the finance officers recommend that for the bishops. However, the explanation was that the bishops need to know what they sign. Now there is a policy in the same respect and things seem to be working well. Dr. Bright Mawudor said that it is important to take close attention to the issue of corruption. This should be guided by the principle, 'In God we trust, the rest we audit.' He said that even the bishop should be audited

but noted that it should be done with respect. Prof. Christoph summarised the discussion by referring to the scriptures (Ex 23: 8) which talks of corruption by cautioning that once one takes a bribe then they lose the moral authority advice and make decisions.

### **3.4 The Case Study of AACC**

Dr. Bright Mawudor began by recognising his colleagues who were in the room. He then pointed out that his presentation was in two parts. Part one of the presentation is about the AACC - challenges faced etc., property management, advantages and what you should in place. Part two is the practical strategies applied. The reason it is called a case study.

He noted that they launched a strategic plan to make AACC a donor organisation by the year 2020. They established the AACC foundation fund with a target of one million dollars. They have asked the member Churches to donate one US dollar a year. This fund is not touched and currently the account has USD 200,000. The idea is that there are resources in the continent. The issue is how to maximise it.

They launched the AACC property development strategy. This was to come up with a property development unit of the AACC because property development is not the core business of AACC. If one does not take care they may lose focus and miss their core business which is mission work.

Real estate development strategy. Took stock of the assets they have. With this then you are able to know what is prime and what is not in terms of development. The sold some of the properties and bought land in some prime areas which are less expensive at the moment. AACC building which was for rent was operating only 50%. The tenant perception survey gave a lot of information on what was going on and what the issues were. These issues were then addressed. Recommendations were made to sell property in order to renovate and build a property that



would generate income. There is need to also keep in mind what your capability is. If you start to invest on a building it is important to do it bit by bit rather than planning the entire project and then you are unable to accomplish the project.

The Guest House started small and gradually the number of the rooms has increased to 106 self-contained rooms. This is now the strategic business unit of the AACC. The strategic plan has also a new building being planned at the car park. It is a 15 storey building with a car park at the basement. The hotel will cover five storeys and the rest will be office complex. It is good diversify when it comes to investment. Hotel brings in higher returns but it is not steady as office complex.

There is plan also to develop a 1.2 acre land in Nairobi. They are in the process of identifying a developer who will put up three 15 storey buildings. The developer takes two and they take one. They do not intend to get a loan for developing the property. There is a property that has been acquired in Addis Ababa with the support of Bread for the World. All these investments are geared towards ensuring that when donor funds stop the mission work continues.

He concluded by saying, 'Poverty is not an accident.' We must move out of our comfort zones and work for the betterment of the society. 'The joy of accomplishment is reserved for those who work hard,' he pointed out.

### **3.5 Inspiration and Innovation: Stewardship of Assets Outside the Box**

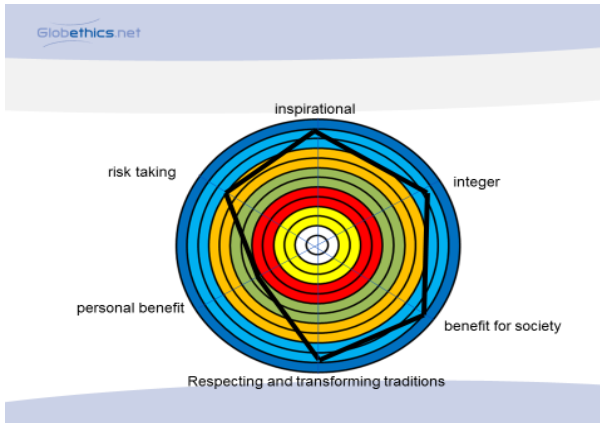
Prof. Dr. Christoph Stückelberger began his presentation by telling the participants to address him as Steward. He said all the participants are stewards and it is appropriate to address each other as Steward because we are all stewards. From then on participants started addressing each other as steward. Steward Christoph introduced his presentation on inspiration and innovation by explaining the concepts. He said faith in

the Triune God means that God the Father is the *Creator* and therefore is the source of human creativity. God Jesus Christ is the *Liberator*. He sets us free from the sin of boxes and self-limitations to become God's servants and stewards. God the Holy Spirit is the *Innovator*. He gives us inspiration and courage for unexpected solutions. He went on to explain inspiration as the capacity for visions and dreams while innovation is the capacity to implement visions with respective resources.

Steward Christoph then went on to identify for the participants the twelve 'I's' of the ethical innovator. They are:

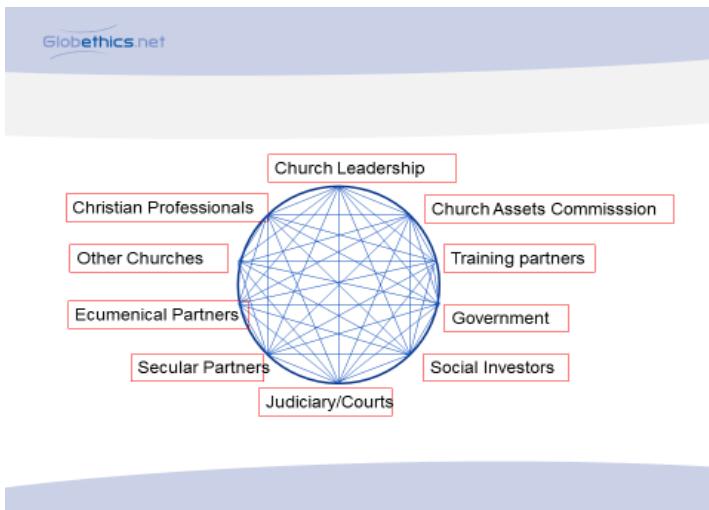
- Ingenious: thinking outside the box
- Intuitive: holistic rational, emotional, social
- Inspirational: inspired by the spirit and visions
- Integer: honest, transparent, not plagiarising
- Independent: from authorities and mainstream trends
- Inclusive: for the benefit of deprived and needy
- Improving: improving living conditions
- International : not only for protected beneficiaries
- Indigenous: respecting and integrating indigenous culture
- Influential: ambitious in becoming mainstream
- Income generating: not jobless growth, but job creation
- Indefatigable: hope and energy to overcome obstacles.

### 3.5.1 Profile of an Ethical Innovator



He went on to speak about stewardship of assets by creative networking and presented the following network.

### 3.5.2 Stewardship of Assets by Creative Networking



This network is complex and involves different bodies/agencies/organisation. It is important to be networked in order to take care of assets well.

### **3.5.3 Creative Solutions 1: Examples China**

He went on to share an experience from China where he had visited from the previous week. He explained that this is a communist country. The communist government refused to pay to build a Church. The Church had to raise money for itself but there was corruption. Their creative solution was to use the Church as a theatre hall to generate income which they used to renovate the Church. The other solution is fundraising. The Chinese are also using mobile phones and raising about USD 15,000 per day. He equated this creative solution as the Safaricom Mpesa (mobile money transfer) in Kenya and said it is something that can be tried locally. The following photo is an illustration of how fundraising was done in the context.

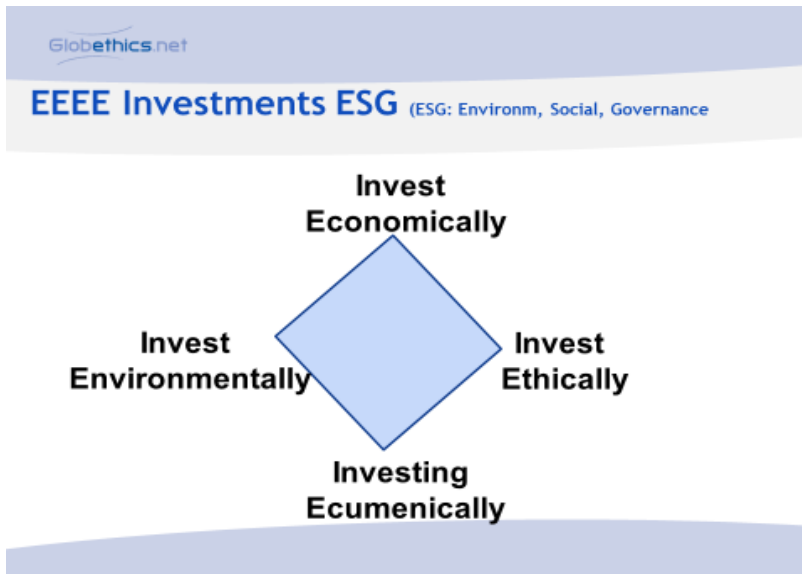


### 3.5.4 Creative Solutions 2: Expand Business Sectors

Income generating Assets to be expanded from hospitality sector (hotels, restaurants) to agriculture, including job creation for the youth. This can include IT innovative solutions e.g. for marketing of agricultural products and start-ups.

### 3.5.5 Creative Solutions 3: Impact Investments

Impact investments are direct investments in real economy (instead of speculative and fund investments) with socially and environmentally positive impact. He went on say that there are conferences coming up on this.



### 3.5.6 Creative Solutions 4: Securing Land Assets

This is based on how to finance registration of land. The creative solutions include:

- Selling part of land to finance registration
- Attract investors to invest on part of the land
- Donations
- Pooling registration processes
- Discount through Christian professionals, like lawyers.

In order for Churches to avoid further losses through fraud they can consider the following:

- Sign declaration/code by mandate holders to abstain from corruption, misappropriation of church properties, e.g. declaring personal assets at beginning and end of mandate
- Reinforce sanction mechanisms in churches
- Social security for church staff

### **3.5.7 Creative Solutions 5: Social Security and Auditors in Churches**

Social security schemes for church staff are important to reduce fraud in asset incl. land resources:

- Pension fund
- Health insurance
- Accidents insurance

Good credible auditors of church accounts are important to reduce corruption and fraud in assets. They are more expensive than small less qualified auditors. If international auditing firms: negotiate special non-profit discount which they can declare as CSR activity.

### **3.5.8 Theological Education: Modules on ‘Stewardship of Assets’**

He suggested the need to come up with 8-10 Modules, each two hour teaching/training for theological studies, Church leadership and lay trainings. This can be done by 2-3 authors from various institutions (GE,

SPU, PIASS, ELCT, CUEA, UAC et al). Topics for the Handbook can include:

- a) Leadership as Stewardship
- b) Prosperity Gospel: My church is not my private company
- c) Asset Mapping: See what we have
- d) Asset Accountability: from Planning to Monitoring
- e) Asset Management: from Securing to Developing of Land
- f) Innovation Strategies and Partnerships
- g) Investments: attracting ethical/social/impact investors
- h) Good Stewardship by Overcoming Corruption
- i) Good Stewardship in Church Elections
- j) Good Stewardship in Time Management

### **3.6 Group Work**

Three groups were set based on regions to discuss the stewardship of asset based on Christoph's presentation. The question for discussion was to ventilate on practical ways through they can realise the creative solution. After the group discussions, the participants convened in plenary to report the findings from their individual groups. The groups were:

- a) East Africa - Kenya + Uganda (leader) + Tanzania
- b) West Africa - Nigeria + Ghana (KEN leader)
- c) Central Africa - DRC + Rwanda + Zambia (leader) + Zimbabwe

#### **3.6.1 West Africa Group**

##### **Practical Applications and Recommendations:**

##### **What Are we Trying to Address?**

- Limited resources to address Wholistic human needs and spread the gospel.
- Poor commitment and cooperation from leaders

- Our consensus is that ideally, a Wholistic review of the organisations needs to be undertaken.

**Creative Solutions: Example Chinese (Governmental/Resource Limitations)**

- Review of the curriculum of Theological Institutions to include Asset Management and routine refresher programmes
- Encourage bottom-up approach in Capacity building within the Church for fund raising
- Create and utilize Human resource skills data-base within the church

**Creative Solutions: Expand Business Sectors**

- Packaging, preservation of agricultural produce and commercialization (Methodist Church, Evangelical Presbyterian Church, (EPC) Ghana)
- Expansion into Real Estate because of available idle land in strategic locations
- Renovate and upgrade existing hospitality facility
- Affiliate KEN/CRUDAN with University and run specialized courses.
- Review EPUC (Evangelical Presbyterian University College) Investment
- Enhance Consultancy Units of KEN/CRUDAN and begin Consultancy within the church

**Creative solutions: Impact Investments**

- Have a model Green House and commercialize products, train members
- Replicate Training modules such as the GE/AACC programmes among ecumenical bodies



### **Creative Solutions: Securing Land Assets**

- Develop policies on acquisition, documentation, Development, Facility Management, Manuals and Registers for legal purposes

### **Creative Solutions: Social Security and Auditors in Churches**

- Insure church property and ensure regular monitoring
- Review of internal accounts with leaders in church oversight

### **What Recommendations Do you Make for your Organisation?**

- Write comprehensive report, submit and seek audience with leaders to present
- Train all levels of staff on Asset Management
- Initiate processes for asset and property management policy

## **3.6.2 East Africa Group**

### **Lessons from China**

- Raising money from raffle draws for renovation e.g. Consolata Shrine raising funds for Allamano Centre
- Encourage partnerships with Chinese Christian investors with enough due diligence and background checks.

### **Expand Business Sectors**

- Participate in innovative approach to agriculture and encourage mechanized agriculture.
- Connect small scale farmers to markets – e.g. having a central purchase point and source for markets
- Have an investment company
- Innovative marketing strategies using Mobile applications
- Have same or better standard of service in the hospitality sector.
- Starting Microfinance institutions with aim of converting to a bank.

### **Impact Investments**

- Encourage joint ventures (with viable business plans) with Government and Investors.
- Convincing Professional Projects
- Green House
- Planting of Trees projects

### **Securing Assets**

- We do not buy into the idea of selling some of the property to finance registration of land
- Use of Christian professionals in registration of land.
- Encourage documentation of land offers from individuals.
- Encourage unconditional donations – International and Local donors
- Register church land in name of organisation
- Signing declaration forms
- Sanctions on corruption should be strict and enforced.

### **On Avoiding Land Fraud**

- Hand Book for Church Assets Management
- Code of Ethics must be developed
- Put in place structures and empower the persons in positions
- Control Mechanisms

### **Social Security and Auditors in Churches**

- Have social security / pension/ medical for staff to reduce pressure of fraud
- Credible auditors for the churches (both internal and external auditors)
- Establishment of the audit committee

### **Theological Education**

- Bishops should be trained on stewardship of assets.
- Deliberate efforts should be put in place on teaching stewardship of Church Assets.

### **3.6.3 Central Africa**

#### **China Example – Partnership vs. Fundraising**

- Fundraising - Appeal to membership and corporate sector
- Project proposal for public projects not church building
- Extra care in partnership negotiations and clear MOUs
- Churches should reduce over dependency on donations
- Committee to oversee funds collected

#### **Projects – Income Generation**

- Possible and practical
- Projects in agriculture and schools to generate funds
- Produce appropriate enabling laws/regulations/guidelines on how the expanded business will operate
- Quality business plans before embarking in any business venture

#### **Impact Investments**

- Convince partners that there is a sound cause for them to invest
- Contract production for income using Church resource and their income
- Possible for Zambia & Zimbabwe but Not possible for DRC & Rwanda
- Organisations such as AACC & WCC to support advocacy
- Use of credible Consultants to help Churches in decision making

#### **Securing Church Land Assets**

- Requirement for proof of ownership

- Most land is used for social facilities e.g. schools, hospitals
- Extra land can be used for business operations to get money
- Negotiate with membership to mobilise funds
- Call investors to utilise land in exchange for registration funds
- State Officials declare assets so Church should adopt the same for Church leaders
- Strong mechanisms and structures to prevent individuals to operate independently

### **Social Security & Auditors in Churches**

- Social security is now compulsory by the State & Church should comply (DRC not compulsory)
- Health Insurance and Pension Funds-most of them fail due none payment
- Churches should consider pension for all Pastors/Employees
- Church should adopt this principle where all deductions are invested
- Church should join together and honour payments to schemes
- Church should engage credible External Auditors on negotiable rates as CSR
- Procedural documents must be done upfront

### **Theological Education**

- Possible and practical
- Stewardship of assets must be taught at Theological Institutions



## **DAY 3: A CALL TO DEMONSTRATE RESULTS**

### **4.1 Morning Devotion: Commitment in Service**

The morning devotion started with a word of prayer led by Dr. Bright Mawudor. The reflection was given by Steward Ruth Dul. The reflection was based on Philippians 4: 8–9. She said that, in chapter 2, Paul had in told the Philippians about humility and used Christ as an example. So Paul told them to shine as light. Then he spoke about true righteousness in chapter 3 and about his own credentials as well as who he was. He finished by saying all these were nothing and his purpose was to live for Christ. Finally, in chapter 4 he told them that whatever is true, honourable, just, pure, lovely and gracious; and all they have learnt, received and heard they should do. With this, God will be with them.

She connected this reading with what was happening in the workshop. She pointed out that participants had heard stories about what had happened in the various organisations and Churches. She said all were called to be good stewards and whatever therefore was good and pure should be continuously being done and Almighty God shall bless it.

She went on to appreciate the wonderful organisation of the ACAP II workshop. She pointed out the efficient communication through a series of emails which culminated in the airport pick-up on the day of arrival. She said everyone is grateful to Globethics.net, AACC and Bread for the

World for the support they are giving to the Churches and organisations. She said that Paul said in Philippians 4:9 that whatever you have learned, received, heard and seen do. She told the congregation that a lot had been learned. A lot had been received especially through the online digital library with over 5 million documents free of charge. A lot had been heard and seen. All these should be replicated in each participant's local setting. 'To do these things it requires commitment,' she said. Some of the photos from the morning devotion are as follows:

#### **4.1.1 Morning Devotion Photos**



#### **4.2 Tour around the AACC Premises**

Dr. Bright Mawudor took the participants through a tour at the AACC premises starting from the Chapel where he explained that the rationale for the Chapel being at the basement is for it to be the foundation of Africa standing on the four pillars seen in the Chapel. The tour went on to the car park where there is a plan to put up a 15 storey building housing a hotel and restaurant and office complex. The plan is to make AACC sustainable and donor as well. He explained that the land had been acquired during the leadership of the first president of Kenya

Mzee Jomo Kenyatta. At that time the Churches in Kenya had the desire to host the organisation which other countries like Ghana had also expressed their interest in. AACC headquarters finally came to Nairobi because the land where the premises sit on was available. The tour went on to the commercial building of the AACC where the offices are rented out to first and foremost to the Church related organisations. He pointed out that from the building the AACC make USD 1 Million every year. See some of the photos from that morning tour.

#### 4.2.1 Tour around the AACC Premises Photos



#### 4.3 Short Video Clip

A brief video clip<sup>1</sup> featured in a BBC documentary was played showing three young Maasai men (warriors) who approach a group of lions which had hunted and killed their prey. As the lions were eating, the Maasai men marched toward the lions, causing them to flee, and

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<sup>1</sup> *Maasai Morans Vs. Lions* (2012) YouTube video, added by TunGmush Mush [Online]. Available at: <https://www.youtube.com/watch?v=nvtzZLxxu-4>.



took the meat. The participants were asked for their interpretation of what they saw and they had the following to say:

- It shows power and self-confidence in what we have to do.
- We have to take courage in what we set out to do.
- Think functionally and act strategically. The hunters were strategic in approaching the lion in order to take the meat. When we go home we have to think functionally but act strategically. Asset management is not the core function of the Church but we must act strategically in how we manage the assets.

#### **4.4 A Call to Demonstrate Results**

The participants were asked to spend about five minutes to think individually about the actions to take. The action plans to be prepared should be specific and include the timelines. The action plans for each participant are appended to this report.

##### **4.4.1 Prof. William Ogara - Promoting Transformative Change: How we Measure Our Progress (Jn 17:1ff)**

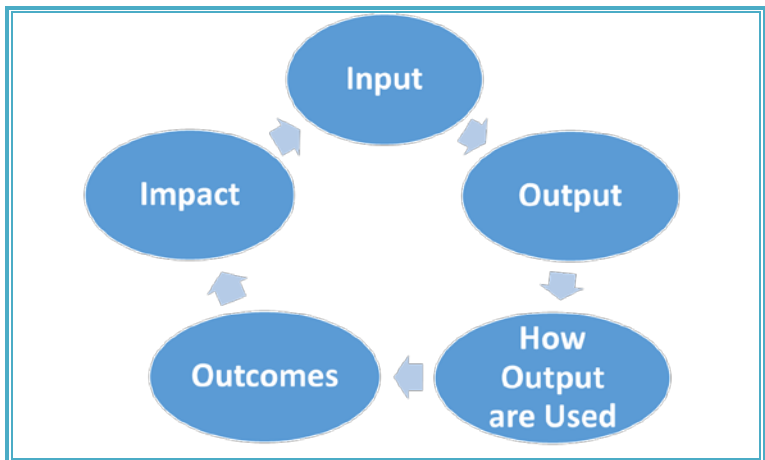
Prof. Ogara stated that this one of the passages in the theology of work. The number of times there is the mention of being asked to do something is more than 10 times. God wants us to do the best, not shoddy work. When we are asked by Bread for the World or donor to give results-based management we must do it because that is what the Lord wants us to do.

The participants' comments on this included that this was the Lord's Prayer at the end of His mission on earth. It shows that we must acknowledge what we have accomplished and that which we are not able to achieve. We need to be open where we have made mistakes. This passage need to make us realise that Church leaders are not Jesus but are successors and representing Jesus as stewards of God's creation. This

prayer also shows that the Jesus concludes that He and the Father are one. He prays for those present and those after. It indicates a work in progress. Jesus is God but the prayer is showing that Jesus is accountable to the Father.

This is the kind of accountability that is demanded of all who have been charged with the responsibility to serve God's people. Jesus is also talking about completing the work He had been given. It is important to be happy to complete the tasks assigned to us and be unhappy for not accomplishing what is assigned to us. This prayer can be linked to the Lord's Prayer where we say 'Give us this day, our daily bread.' This can also be linked to Paul's letter to Thessalonians where he says if you do not work do not eat. In the local setting therefore we should expect to work and be committed to it in order to receive reward.

#### 4.4.2 Sharing Our Report with Donors (a Demonstration)



When you give a report at the end of a workshop like the ACAP II, what do you include in the report? The donors have a difficulty with reports that only indicate the activities that were accomplished and the amount of money spent. The report should have the inputs/activities,

outputs, outcomes and impact. A report that only shows the inputs is incomplete and therefore not helpful at all to the donor and also the one who has presented it.

The report should then include the outputs which is basically what is produced from the workshop. Outputs, he noted, will include the official communique, a book and a process report that are produced as a result of the workshop. The process report then includes what has been achieved and the challenges that have been met. The report should go further and present how the outputs are used or will be used. In this section of the report, the presenter needs to bring forth the following:

- Speaking about what has been learned in the workshop
- Sensitisation of the other stakeholders who were able to participate in the workshop
- Come up with an implementation strategy

The outcomes are the likely or achieved short-term and medium-term effects of an intervention's outputs. The participants populated this section with the following ideas of what they would consider outcomes.

- a) An inventory of what their Churches and organisations have done
- b) Increased revenue to solve the recurrent needs
- c) Member Churches have increased knowledge on sustainable asset base that is they have acquired knowledge on asset management and no longer coming to AACC for training
- d) Evidence of reduced donor dependency for funding
- e) Communication made to the clergy on property registration processes
- f) The Churches become self-reliant and therefore stop depending on offering
- g) The Churches begin changing people's lives through social services such as education and health as a result of increased financing for the services.

Impact is defined as the primary and secondary long-term effects produced by an intervention, directly or indirectly, intended or unintended. Participants suggested what they considered example of impact as a result of the ACAP training. These were:

- Growing trust within the Church and membership of the Church increasing.
- Other denominations and organisations learning from them. In other words the Churches and organisation become role models to others.

Finally, at the end of this session, Monika Redecker told the participants that when applying or writing reports there must be a clear idea of what is needed, how it will be utilised, the expected outcome and its impact for it to have a real meaning to donors.

#### **4.4.3 Prof. William Ogara - Reflections from Pope Francis's Messages**

During this session, Prof. Ogara projected on the screen several quotations which are reflections from the Pope Francis' messages and asked one participant to read them loudly for the rest to hear<sup>2</sup>. He asked them to keenly listen to the messages and consider whether they resonate with their own situation. The messages read as follows:

- a) Feeling immortal, immune or indispensable. 'A Curia that doesn't criticize itself, that doesn't update itself, that doesn't seek to improve itself is a sick body.'
- b) Working too hard. 'Rest for those who have done their work is necessary, good and should be taken seriously.'

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<sup>2</sup> With particular reference to Pope Francis' 15 'Ailments of the Curia', published in his Christmas address to the Roman Curia in 2014.

- c) Becoming spiritually and mentally hardened. 'It's dangerous to lose that human sensibility that lets you cry with those who are crying, and celebrate those who are joyful.'
- d) Planning too much. 'Preparing things well is necessary, but don't fall into the temptation of trying to close or direct the freedom of the Holy Spirit, which is bigger and more generous than any human plan.'
- e) Working without coordination, like an orchestra that produces noise. 'When the foot tells the hand, 'I don't need you' or the hand tells the head 'I'm in charge.'
- f) Having 'spiritual Alzheimer's.' 'We see it in the people who have forgotten their encounter with the Lord ... in those who depend completely on their here and now, on their passions, whims and manias, in those who build walls around themselves and become enslaved to the idols that they have built with their own hands.'
- g) Being rivals or boastful. 'When one's appearance, the colour of one's vestments or honorific titles become the primary objective of life.'
- h) Suffering from 'existential schizophrenia.' 'It's the sickness of those who live a double life, fruit of hypocrisy that is typical of mediocre and progressive spiritual emptiness that academic degrees cannot fill. It's a sickness that often affects those who, abandoning pastoral service, limit themselves to bureaucratic work, losing contact with reality and concrete people.'
- i) Committing the 'terrorism of gossip.' 'It's the sickness of cowardly people who, not having the courage to speak directly, talk behind people's backs.'
- j) Glorifying one's bosses. 'It's the sickness of those who court their superiors, hoping for their benevolence. They are victims of careerism and opportunism, they honour people who aren't God.'

- k) Being indifferent to others. ‘When, out of jealousy or cunning, one finds joy in seeing another fall rather than helping him up and encouraging him.’
- l) Having a ‘funereal face’. ‘In reality, theatrical severity and sterile pessimism are often symptoms of fear and insecurity. The apostle must be polite, serene, enthusiastic and happy and transmit joy wherever he goes.’
- m) Wanting more. ‘When the apostle tries to fill an existential emptiness in his heart by accumulating material goods, not because he needs them but because he’ll feel more secure.’
- n) Forming closed circles that seek to be stronger than the whole. ‘This sickness always starts with good intentions but as time goes by, it enslaves its members by becoming a cancer that threatens the harmony of the body and causes so much bad scandals especially to our younger brothers.’
- o) Seeking worldly profit and showing off. ‘It’s the sickness of those who insatiably try to multiply their powers and to do so are capable of calumny, defamation and discrediting others, even in newspapers and magazines, naturally to show themselves as being more capable than others.’

Prof. Ogara concluded this slide show by posing a reflection question: ‘How do we sustain the transformative change process?’ He noted that the participants were going to be commissioned to be transformative change agents. He said it is not going to be easy but assured all that it is doable. All need the Holy Spirit as the Pope points out.

## **4.5 Concluding Remarks**

Msgr. Obiora closed the session by saying that what had happened in the few days was enormous and gave a few participants a chance to give

their final remarks. Those who spoke on behalf of the others said the following:

- a) Monika - She pointed out that this had been a fruitful workshop. She noted that she started the journey somehow disillusioned but now she was leaving more encouraged and more motivated. She wished all the very best in their next steps.
- b) Bishop Stephen – He thanked all very much for the opportunity to share. He noted that ACAP I was less exciting but in ACAP II he had learned a lot. He felt he had struck rapport with the other participants and felt closer to them. He noted that he was very impressed with the story of Dr. Bright Mawudor when he presented the case study of AACC. He noted that MEF has similar assets as AACC and hoped that he will learn more in ACAP III.
- c) Maureen – She gave thanks for the opportunity to be part of the workshop. She said that as everyone goes back to their various countries let all start somewhere then slowly by slowly the end shall be achieved. She encouraged all not to wait for someone else to bring about change to their country. She said, ‘You are the change, bring change to your organisations.’ She asked all present to always speak positively about Africa for she noted that Africa is mostly known for bad things. She caused laughter when she asked to be invite again for the ACAP III.
- d) Bishop Jean Luc - Speaking in Swahili language he thanked God for enabling the success of the workshop. He thanked the leaders for the opportunity they accorded him to participate in the training. The examples and methodology during the workshop were of great use. He said the presentation of Dr. Bright Mawudor had given a challenge to all. ‘The teachings from professionals is something that is appreciated,’ he pointed out. He shared that whatever they are doing in Kivu is not enough based on what he had learned. Nevertheless, he felt empowered to do much more.

He noted that it was sad that delegates from Kinshasa did not attend and participate. He said these teachings will bring a great impact in the whole of Congo. He concluded that the impact would be better felt if the Kinshasa people could be present. He requested that they be invited to ACAP III.

Msgr. Obiora Ike went on to read aloud the official communique that had been prepared by a committee. He mentioned that a book will be produced on ACAP II as it did after ACAP I. He went on to appreciate the facilitators (Dr. Bright Mawudor, Prof. William Ogara and Monika Redecker) and presented each with a book.

Steward Christoph then thanked Msgr. Obiora for taking the challenge as Executive Director of Globethics.net. He noted that Msgr. has 700 hectares of land in Nigeria so he knows asset management well. He also founded one of the largest microfinance banks in Nigeria.

Msgr. Obiora led the group to sing: We are saying thank You Jesus, thank You my Lord. We are saying thank You Jesus, thank You my Lord. He then closed the workshop with a word of prayer.





## **SUMMARY OF ANNEXES**

### **Annex 5.1 Workshop Follow-Up**

8 – 10 modules, each 2h teaching/training for theological studies, church leadership and lay trainings. 2 – 3 authors from various institutions (GE, SPU, PIASS, ELCT, CUEA, UAC et al.) Topics also for handbook:

- a) Leadership as Stewardship
- b) Prosperity Gospel: My church is not my private company
- c) Asset Mapping: See what we have
- d) Asset Accountability: from Planning to Monitoring
- e) Asset Management: from Securing to Developing of Land
- f) Innovation Strategies and Partnerships
- g) Investments: attracting ethical/social/impact investors
- h) Good Stewardship by Overcoming Corruption
- i) Good Stewardship in Church Elections
- j) Good Stewardship in Time Management

## Annex 5.2 Workshop Evaluation Reports



### African Church Assets Programme ACAP II

Planning Workshop 21-23 September 2017

AACC Desmond Tutu Conference Center, Nairobi Kenya

#### Programme

##### Moderators

Monsignor Prof. Dr. Obiora Ike, Executive Director of Globethics.net

Prof. Dr Christoph Stückelberger, President and Founder of Globethics.net

Dr Bright Mawudor, Deputy General Secretary and Head of Finance of AACC

Ms Monika Redecker, Bread for the World, Germany, Africa Department, Continental Projects)

Prof. William Otiende Ogara, ACAP II Facilitator of Globethics.net

	<b>Wed 20 September Arrival</b>	
	Travel, arrivals, dinner	
	<b>Thur 21 September: Overview and Status Reports</b>	
07:00 to 08:00	Breakfast	All
08:30 to 10:00	Opening Ceremony Bread for the World Greetings from Globethics.net/AACC	Ms Monika Redecker Prof. Obiora Ike

	Overall Aim/Objectives/Expected Outcomes Biblical Reflections and Prayer	Prof. William O. Ogara Dr Bright Mawudor
10.00 to 11.00	Session 1: Participants Share their Stories	Dr Bright Mawudor
11:00 to 11:30	Break	
11:30 to 12.00	Session 2: Participants Share their Stories	Dr Bright Mawudor
12:00 to 13:00	Session 3: Highlighting Key Progress Marks	Prof. William O. Ogara
13:00 to 14:30	Lunch + Rest	All
14:30 to 15:00	Session 3: Measuring Success(Results Chain)	Prof. William O. Ogara
15:00 to 16.15	Session 4: Market Place	Prof. William O. Ogara
16:15 to 16:30	Break	
16:30 to 17:00	Session 5: Plenary Sharing of Key Messages	Prof. William O. Ogara
17:00 to 17:30	Evaluation of the day Evening Devotion	Dr Bright Mawudor
18:30	Dinner Free, networking	All
	Storytelling, social evening	All

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<b>Fri 22 September:</b> <b>Topics with Recommendations and Draft Action Plans</b>		
07:00 to 08:00	Breakfast	All
08:15 to 09:00	Prayer and Devotions Reflections from previous day Announcements/Logistics	Prof. Obiora Ike Ms Cadangen Joy Dr Bright Mawudor
09:00 to 10:30	Session 6: Taking ACAP 11 to next level	Prof. Obiora/Cadangen
10:30 to 11:00	Break	All
11:00 to 13:00	Session 7: New/Creative Strategies of engagement	Prof Obiora/Dr Mawudor
13:00 to 14:30	Lunch	All
15:00 to 16:30	Session 8: We Create Change(Home Group Conversations)	Prof William O. Ogara
16:30 to 17:00	Break	
17:00 to 18:30	Plenary: questions from group work	Dr Bright Mawudor
18:30	Dinner	

Sat 23 September: Programme ACAP III and Follow up		
08:00 to 08:30	Breakfast	All
09:00 to 11:00	Common Action Plan 2016-18. Content, institutions, funding requests, staff etc.	Dr Bright Mawudor
11:00- 11:15	Break	
11:15 to 12:00	Group work and plenary	Dr Bright Mawudor
12:00 to 13:00	Lunch	
13:00 to 15:00	Follow up of workshop: Steps to prepare for donor applications with recommendations, publication of workshop results, online workgroup of participants/ participating institutions.	Prof William O. Ogara
15:00	Closing prayer and departure	Prof Obiora Ike

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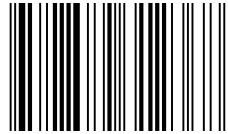
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# African Church Assets Programme ACAP II

Workshop Report, Nairobi 2017

## *Ethical Management of Assets as Ethical Stewardship*

This book is a report of the second African Church Assets Programme (ACAP II) Conference held in Nairobi, Kenya, which is a continuation to strengthen the capacity of church institutions (such as educational centres, health care services, seminaries, etc.) and asset managers to develop strategies and tools for more efficient and sustainable management of human and material resources. This workshop is a result of cooperation between Globethics.net and the All Africa Conference of Churches (AACC), with the support of Bread for the World.

*This report is a detailed overview of the presentations, outcomes and follow up of the workshops that took place from 21–23 September 2017, that brought together over 26 auspicious leaders and individuals from various religious institutions.*