

**Sustainability Program LWF**  
**TABLE OF PARAMETERS FOR INSTITUTIONAL DEVELOPMENT AND SUSTAINABILITY**  
 (According to Domingos Armani, extended Paulo Butzke /Gustavo Driau)

Sustainability, or the sustainable realization of an organization’s mission, is the result of a process of institutional development.

Institutional development comprises the processes and initiatives that seek to assure the realization of institutional mission and strengthen the strategic position of a determined organization in society.

It is no longer possible to concentrate all institutional energy on end-activities (as goals or purposes) since it is also necessary to address issues of institutional development and sustainability as strategic issues (activities that are means to an end are also strategic)

Parameters for Institutional Development and Sustainability (Domingos Armani, Paulo Butzke)	Extension of the concept that is implicit in the parameter and application to social organizations	Adapting the concept to your church. What corrections or changes would you make?
<b>SOCIAL BASE, LEGITIMACY, RELEVANCE AND CONSISTENCY IN MISSION</b>	<p>The <b>social base</b> of an organization is the segment of the society at which the organization is directed and with which it interacts; the social base is its members and its sympathizers, or in other words those who identify with the organization.</p> <p><b>Legitimacy</b> is an attribute that other actors place implicitly in an organization (sometimes), which implies a validation of the organization’s participation in society according to its proposed mission.</p> <p><b>Relevance</b> of an organization implies that it is meaningful for its social base, to be relevant means to have substantial support for people’s lives. These supports can be material or promotion or care of people, their rights and environment; or symbolic and transcendent; where one type or another should be highly valuable elements in people’s daily lives.</p> <p><b>Consistency</b> in the mission of a social organization implies a clearly delimited and expressed purpose that is also coherent with the work of the organization. Consistency implies a mission that is well-thought-out, as well as a purpose that is communicated clearly, and coherence between thinking, communication, and doing</p>	
<b>COMPATIBILITY BETWEEN THE LEVEL OF INCOME AND THE NECESSITIES OF AN ORGANIZATION</b>	<b>Compatibility between income and necessities</b> implies having clarity of resources (of all kinds) that are available and of potential resources (of all kinds) that could be reached, this is the area in which visionary idealism is balanced (or made compatible) with the realism that comes from the limitations	
<b>ORGANIZATION OF WORK AND EFFICIENT, DEMOCRATIC MANAGEMENT</b>	<p><b>The way that work is organized</b> (for example, participative, functional, in a team, round-table, centralized, authoritative, pyramidal, etc) generates a broadening of the organization’s possibilities or resources and the most sustainable path or, in another sense, the limit and boundary that makes an organization weaker. This parameter brings to the analysis a category that is normally covered up or hidden and out of consideration because of the habitual repetition of practices (“we do it this way simply because we’ve always done it this way”).</p> <p><b>Efficient, democratic management</b> implies that sustainable organizations have a natural inclination to organize their tasks in a way that is equitable, participatory and respectful of established agreements, as well as individuals; all of this moves toward a common objective. This type of democratic management should also bring a healthy use of resources and reach the proposed objectives for its activities.</p>	

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<b>STOCK OF ADEQUATE HUMAN RESOURCES</b>	Institutional and sustainable development are <b>linked to</b> the generation, formation and sustaining within an organization of <b>people</b> who are identified as capable of moving forward through challenges according to abilities and availability.	
<b>DEGREE OF ARTICULATION OF IDENTITY AND MISSION</b>	This parameter means a clear understanding of <b>what the organization is</b> (or what it believes it is) and that <b>which it proposes to do</b> ; it also means a healthy balance between being and doing.	
<b>SYSTEM OF PLANNING, MONITORING, AND EVALUATION</b>	This is not just about planning, monitoring and evaluating projects that are executed with other actors, but also the <b>internal practices</b> in which relevant political actors (directors, intermediate panels, front-line workers as well as the social base) from the organization participate on an equal footing. In question form, one could ask: Does this organization have a good practice of planning itself, monitoring itself and evaluating itself?	
<b>PRODUCTION CAPACITY AND SYSTEMATIZATION OF INFORMATION AND KNOWLEDGE</b>	Producing and systematizing information and knowledge implies: a) that the organization is aware of its activities and can account for them; b) that it is also aware of the changes that these activities produce, c) that it is also aware of the knowledge that is constructed from these activities and changes, and d) that, as well as being aware of all of this, <b>it can be communicated to others in an organized and understandable way.</b>	
<b>POWER TO INFLUENCE SOCIAL PROCESSES AND PUBLIC POLICY</b>	This implies being <b>aware of the public sphere</b> in general, as well as the particular area in which the organization participates; as well as being aware that this space is changeable and that to transform it the organization must necessarily influence and intervene in it.	
<b>CAPACITIES TO ESTABLISH ALLIANCES AND WORK TOGETHER</b>	This parameter implies a modality of influencing and intervention in the public sphere; it constitutes an indicator of institutional development of working in the public sphere in <b>association, alliance, agreement, or in concert</b> with others. This strategy strengthens the intervention, and also strengthens the organization itself.	
<b>AGILITY IN INTERNAL AND EXTERNAL COMMUNICATION</b>	This parameter focuses on the capacity to develop fluid communication, both incoming and outgoing, which is able to receive and deliver information and content. An organization without the <b>capacity to “listen” or “express”</b> itself will have difficulty sustaining itself.	
<b>ABSOLUTE TRANSPARENCY IN THE PRESENTATION OF ACCOUNTS, AS WELL AS RESOURCE DONORS ; CREDIBILITY</b>	The <b>ethical line</b> , in which provided resources are used by the social base, or its allies or co-operators, constitutes a central pillar for institutional development and the sustainability of an organization.  The noblest intentions and the highest visions do not diminish but rather increase the commitment of an organization with transparency and accountability.  Transparency and accountability is not a 'for-export' product that is to be shown or delivered to others; transparency and accountability (in sustainable social organizations) is a <b>habit, a way of organizing the use of resources</b> for 'superiors', peers, or the social base, and which serves as well to generate new resources.	