Desired Impact

Conditions for Desired Impact

for Desired Impact

CCCC members
will be exemplary,
healthy, and
effective Christian
ministries.

Within the CCCC community, ministries find practical, credible resources to help them build ministry organizations that will fulfill their missions and demonstrate a compelling Christian witness. They choose to access our services to heighten their performance, enhance their sustainability, and stimulate their creativity.

We assume all Christian ministries will be exemplary, healthy, and effective when they:

Have the knowledge required to be exemplary, healthy, and effective, including technical knowledge, and knowledge pertaining to organizational, theological, and strategic leadership.

Have adequate financial, human, and other resources to be exemplary, healthy and effective.

Have the attitudes and corporate culture that encourage them to be exemplary, healthy, and effective.

Integrate their faith with organizational practice.

We assume that ministries will perform their best with a favourable legal, political, and regulatory **environment**.

Knowledge

Resources

- knowledge is not available
- knowledge is available but difficult to understand
- knowledge is too expensive in money or time to obtain
- knowledge is not made practical

Education

- they "don't know what they don't know" and therefore don't look for knowledge
- The business of charity operation not taught to them
- new recruits not understanding special nature of Christian charity

Focus

- commitment to mission generally, but lacks clarity and direction
- Excessive 'noise' in the system leaves people overwhelmed, distracted, or unable to discern what they need and how to use
 it
- too busy doing to learn

Learning posture

- life-long learner habits are absent
- missing a planned strategy to receive external stimulus that would cause them to realize there is more to know
- missing out on game-changing trends

Strategy

- core logic not developed
- formal evaluations not done

Resources

Money

- minimal planning for financial resources
- poor fundraising results
- priority on programs other organizational functions are starved
- stretching what they have as far as possible and can't break out of the cycle

People (Board, CEO, Staff and Volunteers)

- Recruiting
 - o lack qualified people
 - o not enough people
- Development
 - o lack of skill development
 - doing the best they can with what they have
 - o lack of succession planning
- Environment
 - o culture of personal sacrifice/high workload
 - o people and human resources not a priority
 - o difficult work environment

Organizational design

- unbalanced organizational structure (poorly developed finance and admin)
- systems are make-do or insufficient
 - o operating
 - o strategic

Infrastructure

- facilities
- technology
- tools and techniques

Attitudes and Culture

Christian-related

Obstacles

Potential Obstacles that Some Ministries Might Face

- operating "by faith" when the Lord has not clearly led them this way
- self-reliant, so not open to externally sourced ideas or collaboration
- focus on mission and call takes priority at the expense of supporting functions
- charitable status assumed as a right as opposed to a responsibility
- an "ends justify the means" approach

Institutionalism ("just keep the doors open!")

- competition
- a "go it alone" or "I'll do it myself" attitude
- status quo thinking
- fear/risk aversion
- pride

Interpersonal

- conflict
- disunity

Jrgency

- a pragmatic "what works" philosophy
- reflective thinking seen as optional
- too busy/too preoccupied with mission

Concern with meeting budget

• short-term bias minimizes long term investments for the organization's future benefit

Tendency to test the boundaries

CCCC Theory of Change 2022

Corrections

Interventions Assets

Short-Term Outcomes

Impact

Faith and Practice

Environment

English language

Shared Learning

CCCC members healthy, and

Faith-related

- failure to admit weakness and fear of judgment, so not asking for help
- struggle to reconcile conflict with grace, leaving issues unresolved

Lack of coordinated sector leadership

Education

Budget

Desire for

organizational

improvement,

health, and

witness

Affirmation/ Appreciation

Consulting

Outsourcing

Services

Organizational improvements are

Work is done more expeditiously

Knowledge increases

made

Christian leadership

- lack of visible role models
- lack of information on Christian organizational leadership
- not thinking about their Christian witness as an organization
- spirituality is assumed

Regulatory "creep"

Contractual Services

Connecting

People

Consulting

Internet access and computer

Implementation Guidance

Content Curating

Global Service

Faith and Practice Guidance

Public Engagement

Long-Term Outcomes

Red tape

Human Rights

Advancing

religion as a

charitable

purpose

Conflict Mediation

Public Influence

Balance

Other

Needs

Affirmation/ Appreciation

Stress Relief/ Personal Wellness

Overcome **Inexperience**

Mission is progressively accomplished

Adequate resources

More evidence of faith seen in practices

More integration into the Christian ministry sector

High rate of CRA audits without comment

CCCC invited to be engaged in public policy discussions

will be exemplary, effective Christian ministries.

Within the CCCC

community, ministries find practical, credible resources to help them build ministry organizations that will fulfill their missions and demonstrate a compelling Christian witness. They choose to access our services to heighten their performance, enhance their sustainability, and stimulate their creativity.

- practices
- "Whose ministry is it?"
- uncertainty about how much involvement spiritual health of their employees
- ministry

Theological

- lack of theological reflection about ministry
- Founder Syndrome -
- employer should have in
- spiritual health of

Sector Representation Better work environment

CCCC Theory of Change 2022

Canadian Centre for

Supporting ministries in a complex world

Christian Charities