



*Finding Musana*  
**COMPANION  
GUIDE**

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**FIND A VIEWING OF  
FINDING MUSANA**

*plus behind the scenes  
and more!*

Thank you for your interest in learning more about the Musana Community Development model. When we opened Musana Children's Home in Iganga, Uganda in 2008, we could not have imagined the journey we were starting or where it would take us. But from the beginning, we were searching for practical ways to demonstrate God's love by restoring dignity, independence and hope to people whose lives were defined by poverty.

Since the start of Musana in 2008, we have developed and refined a model for sustainable community development that enables Ugandans to own and operate successful social enterprises. *Revenues* from these enterprises fund their ongoing operations and create a successful business model. *Profits* provide charitable support to ensure even the most vulnerable community members have access to effective schools, quality health care, skills training, and job creation. Musana's success proves this development model creates wealth and prosperity that transforms communities and breaks the poverty cycle.

Our goal has always been to learn from experience, meet ever-emerging challenges, and continue to develop innovative, God-honoring ways to collaborate with our Ugandan partners and their communities.

Throughout our humbling trial-and-error journey, we have tested and refined many ideas about charitable giving and community development. This evolving process has been essential to Musana's ongoing growth. Iganga's success with the community development model is now being replicated in more districts across Uganda. We are confident these ideas can be effectively applied in almost any setting where alleviating material poverty would traditionally depend on external charitable aid.

It is a privilege to share these ideas with you through the film Finding Musana and this companion guide. We believe this model is the most God-honoring, effective, and empowering way to break the cycle of poverty. Use what we have learned on Musana's journey to build opportunity and prosperity with the people you are called to serve. Change the conversation about donor-funded aid. Join us in showing the world there is a better way!

Haril & Andrea Kazindra



Co-Founders & CEOs

“  
*Whatsoever you sow,  
you will reap.*  
-  
*Galatians 6:7*

Traditional charity models often sow dependency – an approach that typically reaps cycles of greater dependency, continuing poverty, and deceit.

Musana has proven that if you sow trust, independence, and opportunity, people will reap dignity, competence, and the ability to sustain thriving communities.



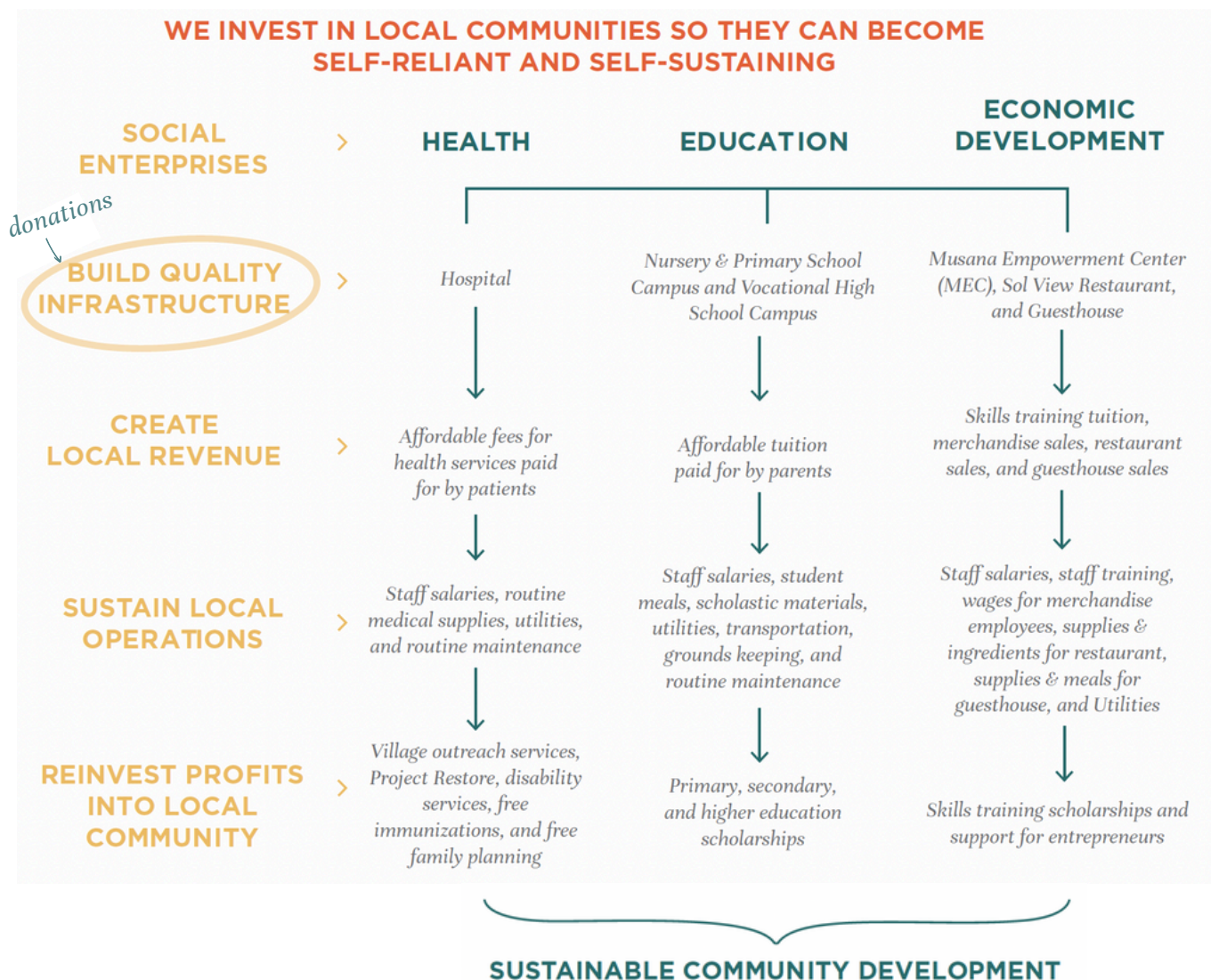
## VISION

To see a world free of dependency & full of dignity

## MISSION

To break cycles of dependency and poverty by investing in and operating faith-driven, locally-owned, sustainable social enterprises.

## OUR MODEL



# 01

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## “LEARNING NEVER ENDS”

The road that has led to where Musana is today has been full of challenges and learning curves. Our progress in so many ways has come from trial and error – and from being unafraid to make changes to correct our mistakes. As a result, we are continuously learning about people’s greatest needs and how to effectively work with them to overcome the barriers that prevent communities from thriving.

Some of our key learning moments were realized through the following milestones on our journey. Though abbreviated here, there were many months (and sometimes years) of discussion, prayer, deliberation, and decision devoted to each event.

# 2008 MILESTONE

## *Musana Children's Home Opened*

Andrea, Haril, and Morris became the legal guardians for 80 children relocated from a failed orphanage. With the help of family and friends, they created a safe and nurturing home for the children in Iganga, Uganda.

### KEY LEARNING

*The orphanage's neglected children were the symptom of a greater problem.*

We discovered many of the children we brought into our new home were not “orphans” – they had homes and parents. However, their families were unable to provide for them and believed it was better for their children to be cared for by people connected to foreign aid. Moreover, the orphanage operators were exploiting the children's suffering to keep the charitable aid flowing. Even though many of the children had “sponsors,” that donor aid was misdirected with very little used to improve the children's lives.

*“Poverty is not just a lack of money; it is not having the capability to realize one's full potential as a human being.”*

Amartya Sen

An estimated **5.4 million children worldwide are living in institutionalized settings** typically called “orphanages.”

Yet **80% of these children are not true “orphans”** and are placed into care for many complex reasons.

One primary cause is poverty and a family's desire to provide their children with a better place to live and the opportunity for an education. But congregate care is seldom an environment where children thrive. In 2019, the United Nations formally adopted the Resolution on the Rights of the Child. Every member nation committed to eliminating the institutionalization of children and prioritizing family-based care.

*\*Hope and Homes for Children & The Chalmers Center*

### INSIGHT

*The root cause of the problem was material poverty.*

It was astonishing to us that the orphanage was operating in such deplorable conditions within a community that traditionally cared for its children through extended families. We recognized that Uganda's communal family structure was being corrupted by poverty as people acted contrary to their personal and community values in a misguided attempt to receive aid. Poverty also shaped and corrupted the orphanage system. Operators were motivated to perpetuate the crisis conditions for children rather than relieve them because this was a story that made outside funding easier to secure.

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## OUTCOME

*The commitment to find a better solution to ending poverty.*

The road to a new model of caring for our children began with providing a loving environment where they could thrive. Our children were truly loved and never exploited by or for our organization. We put their well-being first, reuniting all the children with their families. Some returned to their homes full-time while attending our school; others boarded with us and returned to their families during the three-month holiday break. We had exposed the root cause of poverty and began imagining how to free people from its grip with local, sustainable solutions.

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## GUIDANCE

*Search for the root cause of the problems you see.*

It is likely that crumbling homes, food insecurity, inadequate health care, poor schools or lack of employment are symptoms of a greater problem. Material poverty is usually the defining cause behind these challenges. And, poverty's impact isn't limited to just material resources – it also contributes to feelings of shame, inadequacy, depression, and hopelessness. Poverty creates a mindset that promotes corrupt systems and causes individuals and communities to act against their values and intentions.

While relief and rehabilitation efforts are usually necessary to alleviate the problems that follow natural or human-caused crises, this donor-dependent model fails to create lasting change. The endemic problems in a community that flow from poverty are most effectively addressed with sustainable development solutions.

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### Types of Aid

#### RELIEF

Short-term infusions of emergency aid to reduce immediate suffering from a natural or man-made crisis

#### REHABILITATION

Longer-term efforts to restore people and communities to the positive circumstances of their pre-crisis status

#### DEVELOPMENT

Ongoing changes and improvements that enable communities to become self-sustaining

***One of the biggest mistakes is applying relief in situations in which rehabilitation or development is the appropriate intervention.***

\*Based on *When Helping Hurts* – Corbett & Fikkert

# 2009 MILESTONE

## *Musana Nursery & Primary School Opened*



With no quality, affordable Christian education options available for Musana's 80 original children, we opened our own Nursery & Primary school in 2009, employing a small group of local teachers. In 2010, using the social enterprise model, we opened the school for tuition-paying day school students from the community.

In 2011, when we closed the Children's Home to launch Musana Community Development, our children became "boarders" at the school. We also opened the boarding section to community members at an affordable price. This allowed us to earn additional income and disrupt the idea that Musana was still an orphanage.

## KEY LEARNING

*Families will pursue a quality education for their children and sacrifice to provide it.*

It's not uncommon to hear that poor parents don't want their children to attend school or can't afford the expense. But when we opened the school to community members, there was a high level of interest. We discovered that families truly value education and want the best possible outcome for their children, regardless of economic standing.

## INSIGHT

*Providing quality education is a viable social enterprise.*

The revenue from school and boarding fees covers operational costs, while profits provide scholarships. Tuition-paying parents are proud to support children from their community who otherwise would not be able to attend school.

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## OUTCOME

*The Iganga community now supports two Musana Nursery & Primary Schools and a Musana Vocational High School.*

We've opened similar schools in the Kaliro and Kamuli Districts. This breadth of quality education and training offers multiple paths young people can take to achieve success and prosperity for themselves, their families, and their communities.

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## GUIDANCE

*Think creatively about the social enterprise model.*

Education is one of the areas where charitable support is generally easy to secure. Everyone understands the value of education and how it can break the generational cycle of poverty. But education is also a prized “commodity” that meets a local need and we built a successful social enterprise to provide it. Rethink the quality “products” that people will seek out and pay for, and imagine how they could be operated as social enterprises that will benefit the greatest number of people.



## 2010 MILESTONE

### *Musana Community Development Organization Founded and Sol Café Opened as Musana's First Social Enterprise*

The first years of operating Musana Children's Home were filled with brokenness. We were striving to break the child sponsorship model but were still entirely dependent on donor support. It broke us to realize that Musana's power as an aid channel and provider was limiting both our organization and our community. We struggled to build trust with a skeptical community and promote accountability for their children. Our efforts to educate and encourage focused on changing an entrenched mindset. After three years we were poised to take a make-or-break risk – for Musana and Iganga.

*If Western aid for the children stopped, would the community step up to love and care for its children? Would local leaders who believed in this kind of change emerge? Could the community learn to generate and sustain resources? The answer would only come through a bold step forward to pioneer a new model in Iganga – something no one else had done before.*

Musana Children's Home closed and reorganized from its donor-funded, child-focused mission to a holistic, locally owned and operated community development organization. Musana Community Development Organization was established as a national NGO in Uganda and a 501(c)(3) charitable organization in the United States.

## KEY LEARNING

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*The people who control the money hold the power.*

Though we needed and appreciated the charitable support we received for the Children's Home, we saw a power imbalance in the traditional donor/beneficiary relationship. We were making decisions for the community, rather than with the community. The well-intended foreign aid allowed the community to continue abdicating responsibility for its own children and development. We were patrons, not partners – contradicting our core belief that poverty ends when people are equipped to reach their full potential.

To create independence and opportunity, the role of donor aid – and the community itself – needed to change. We needed to empower the community by relinquishing the decision-making power that accompanied the aid. It was hard for the community

to abandon a relief model that had been in place for decades. But our desire to come alongside the community, rather than act from above it, became a shared vision that ignited the change.

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## INSIGHT

*The biggest obstacle for development in poverty-bound communities is the lack of infrastructure and the financial capacity to create it.*

We wanted to begin sustainable social enterprises in Iganga that would address the greatest needs in the community (education, healthcare, skills training). We envisioned revenues from these ventures, over time, would fully sustain operations and generate profits to support charitable needs in the community. This healthy economic development model would lead to wealth creation and release people from poverty into prosperity. But the community couldn't afford the infrastructure – land, buildings, start-up funds – to launch local business initiatives. By using donor funds as investments in infrastructure (rather than aid to individuals) we built the first facilities needed to begin a virtuous cycle of community development.

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## OUTCOME

*The proof that locally-managed social enterprises could succeed.*

Sol Café – the “coffee house” Andrea always hoped to open – was established in 2010 as Musana's first, locally-owned social enterprise in the business sector. We use the same social enterprise model for the schools, hospitals, training centers, and hospitality ventures Musana has developed in Iganga and two other districts.

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## GUIDANCE

*Reimagine the ways donors can support entire communities, rather than individual beneficiaries.*

Use donor funds to build the infrastructure for social enterprise opportunities that will support and empower entire communities, rather than individuals. These enterprises can be commercially focused, like the coffee house, or provide human services, such as schools or hospitals. Building infrastructure is the first step to sustainable development – and creates local jobs. Walk alongside the community to discover and implement practical solutions that meet local needs. Don't do for people what they can do for themselves.



## 2016 MILESTONE

### *Musana Empowerment Center Opened*

The Musana Empowerment Center (MEC) created a hub for women's education and training that began informally in 2009 when young mothers were bringing their children to Musana Children's Home, hoping they would be cared for there. The women were trained in sewing and craft-making and produced uniforms for Musana's primary school. This employment fostered independence and confidence as women learned how to provide for their families.

In 2016, with the social enterprise model thriving in Musana's school and hospitality businesses, MEC was built to significantly expand employment options for women. Training initially focused on acquiring skills in knitting, sewing, and hairdressing.

## KEY LEARNING

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*People would rather have a hand-up than a hand-out.*

Women embraced the opportunity to participate in training programs that enabled them to provide for their families by learning a marketable skill valued by others.

## INSIGHT

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*Meaningful, dignified work raises the expectations people have for themselves and their communities.*

Training program graduates are proud to generate local income that supports their families. Their earnings are then reinvested in the community to purchase goods and services. This leads to wealth creation and prosperity.

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## OUTCOME

*Valuable skills training that benefits individuals and communities.*

MEC trains people for business opportunities that serve the community; for example, the production of school uniforms for students attending Musana's and other local schools. Many participants open their own small businesses, providing sought-after products and services to their neighbors, including soap-making, hairdressing, tailoring, and more. As individual families rise above poverty, the entire community is steadily transformed.

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## GUIDANCE

*Expect that new needs will continually emerge.*

Our early experience with young mothers taught us that as we developed solutions for one need, another related need would arise. Look for creative ways to address emerging needs that build on, strengthen, or expand existing initiatives.

## 2016 MILESTONE

### *Musana Community Hospital Opened*

While caring for 80 children in Iganga, we quickly discovered that access to quality healthcare was widely unavailable. Hospitals were situated in far-distant locations; the care level was inadequate and the cost was beyond the reach of most people. Andrea's personal experience when giving birth to our first child convinced us that quality medical care needed to be more local and more affordable.

With physical health as one of the pillars of wellness, Musana committed to building a hospital in Iganga, using donor funds for the infrastructure.



Uganda has one of the lowest doctor-to-patient ratios in the world with only one doctor available for every 25,000 people. This ratio is far below the World Health Organization recommendation of one doctor per 1,000 people.

Providing affordable, quality care in local communities is key to addressing this crisis.

\*Ajari EE, Ojilong D. Assessment of the preparedness of the Ugandan health care system to tackle more COVID-19 cases. J Glob Health. 2020.  
\*World Health Organization. 2024

## KEY LEARNING

*A primary barrier to quality healthcare is infrastructure.*

As in so many areas, a community's inability to build infrastructure is a barrier to wellness. With the necessary infrastructure in place, a hospital can operate as a successful social enterprise. The community will be responsible for its ongoing success and local health outcomes will improve.

## INSIGHT

*Local, affordable, high-quality healthcare improves a community's dignity and affirms its ability to care for its own.*

Low-income communities value quality healthcare and are willing to pay for it. But when hospitals are too distant and marginal care is too expensive, health declines. A healthy community is a productive community – and the best way to ensure continuing health is through local, affordable care.

## OUTCOME

*A local hospital and a model to replicate in other communities.*

Musana Community Hospital-Iganga opened as an outpatient clinic in 2016. We quickly realized that inpatient services were essential and improvised by using available space to accommodate hospitalizations. In 2019, we added dedicated inpatient wards for men, women, and children, maternity and neonatal units, and an operating room. Today, hospital operations are 100% sustainable with local income from affordable fees. We used this model to build community hospitals in Kaliro District in 2022 and in Kamuli District in 2024.

## GUIDANCE

*Use the pillars of wellness to assess opportunities for development.*

Musana's development model is dynamic – initiatives in one area profoundly impact others. When a community's physical health improves, for example, improvements in economic, social, and emotional areas also are seen. Consider how a proposed initiative will improve the social, physical, economic, spiritual, and/or emotional well-being of individuals and the community.

Uganda has one of the lowest doctor-to-patient ratios in the world with only one doctor available for every 25,000 people. This ratio is far below the World Health Organization (WHO) recommendation of one doctor per 1,000 people. Providing affordable, quality care in local communities is key to addressing this crisis.

## 2017 MILESTONE

*Musana Vocational High School Opened*

Musana has always believed the path out of poverty is through education. Shortly after beginning the Children's Home, we opened our first Nursery and Primary School. The launch of a dual curriculum vocational high school was the next step toward providing young people with the opportunity to learn a trade skill or pursue higher education – both paths to a productive future.

## KEY LEARNING

*Education is essential to build future leaders.*

Secondary education should address two possible futures for students – training for skilled trade work and preparation for higher education. This whole-person approach recognizes students' interests, talents and abilities and prepares them to step into the future with competence and confidence.

## INSIGHT

*If education is the path out of poverty, it must continue to secondary school.*

There is a significant drop in the number of Ugandan primary students who attend high school or pursue vocational training. Musana's dual curriculum enables students to choose a future path that matches their interests and prepares them for success.



***In Uganda, 8 out of 10  
children aged 6 to 12 years  
attend primary school; yet  
only 1 in 4  
attend secondary school.***

\*UNICEF Uganda; [www.unicef.org/uganda/what-we-do](http://www.unicef.org/uganda/what-we-do)

## OUTCOME

*Students who have a sense of love and responsibility for their community.*

Musana's schools are creating a new expectation for education – that every child should graduate from high school equipped to be an engaged and productive member of the community. Throughout their studies at Musana schools, from nursery to secondary levels, students have experienced the love of God and a sense of purpose for their lives. This equips them to create a future that will benefit them, their families, and their communities. They are encouraged to use the opportunities they have been given to improve the lives of the people around them – to be the change they want to see in the world.

## GUIDANCE

*Prepare today's children to be tomorrow's leaders.*

A successful community development model needs leaders for today and tomorrow. Education should include a component that instills in students the desire and commitment to improve their communities through engagement and leadership.

# 02




## MUSANA'S JOURNEY

With a focus on the five pillars of wellness:

*Social • Physical • Economic • Spiritual • Emotional*

Musana lifts communities out of poverty by  
empowering them to reach their full potential.

### IGANGA DISTRICT *Uganda*

- 2008 Musana Children's Home opened
- 2009 Musana Nursery & Primary School opened
- 2010 Sol Café opened
- 2011 Musana Children's Home transitioned to  
Musana Community Development Organization
- 2011 Boarding section at Musana Nursery & Primary School opened
- 2013 Musana Guesthouse opened
- 2013  **15%** *of operational costs covered by Social Enterprise income*
- 2016 Sol View Restaurant & Hospitality Training Center opened
- 2016 Musana Community Hospital outpatient wing opened
- 2016 Musana Empowerment Center opened
- 2016  **45%** *of operational costs covered by Social Enterprise income*
- 2017 Musana Vocational High School opened
- 2018 Second Musana Nursery & Primary School opened
- 2018  **100%** *of operational costs covered by Social Enterprise income*
- 2019 Musana Community Hospital inpatient wing opened
- 2020 Musana launched homeschooling programs (due to COVID-19)
- 2021 Sol View Restaurant's Conference Center opened
- 2022 Musana Teen Mother Program launched
- 2023 Musana Leadership Development Program launched

# 03

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## IMPORTANT LESSONS

*More on “learning never ends”*

Since Musana’s beginning, we’ve learned something from every setback and mistake.

Each one is an opportunity to dig deeper, learn more, and continuously improve.

These examples – on operational and personal levels – are among our most important lessons.

## *Closing a successful project*

Shortly after opening the Children's Home, we started a farm to provide food for the children. It steadily grew as we added more crops and raised animals. We poured tremendous effort into this project and touring the farm was a highlight for donors who visited Musana. Ultimately, we realized that the farm operations – as attractive as they were to donors – were not locally sustainable or profitable. The community had no ownership in this project and as a result, it did not align with our core purpose. It was a very difficult decision – but the right one – to close the farm.

**Lesson learned:** The apparent “success” of a project isn't the only measure of its value and can lead to “mission drift.” Are you doing it for your donors or for the community? Is the project advancing your mission? Is it making a meaningful difference? Does the resource input match the outcome? If not, don't be afraid to admit there is a problem and pivot to a new direction.

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## *Leaving the child sponsorship model*

When we founded Musana Children's Home, we operated using a standard “child sponsorship” model. But we quickly realized this was not a viable long-term solution. We recognized the model, which linked a donor to a specific child, did not have a positive impact on the wider community. It was culturally insensitive and promoted dependency, inequality, and stigmatization among the children. We knew child sponsorship aid would never enable us to create the long-term, sustainable change we envisioned for Iganga. This was the impetus to reorganize as Musana Community Development Organization.

**Lesson learned:** Traditional models for aid can be based on flawed assumptions about how to help families and communities who are living in poverty. Long-term, sustainable prosperity cannot depend on a donor model that directs support to individuals. A successful model will empower communities to own and operate social enterprises that foster a healthy cycle of economic development.

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## *Parting ways with a dear friend*

Haril visited Iganga in 2008 at the urging of his friend Morris to explore a potential business opportunity. This providential move began Haril's journey with Musana. Morris' childhood experience made him acutely sensitive to the situation of the children we rescued from the orphanage. He played a pivotal role as we established Musana Children's Home and was a tireless advocate for the children. However, our thinking diverged as Musana shifted to a social enterprise model. We had fundamentally different views about aid and community development that could not be reconciled. With the future of Musana at stake, we made the sad and painful decision to part ways with a good friend we loved and respected. We will always appreciate and honor Morris for his essential role in Musana's origin story.

**Lesson learned:** The leaders of an organization must be aligned in their vision for the future, especially when launching something new and different that will face many challenges. Partings are difficult but may be necessary for the sake of the organization's health and future.

# 04

## REPLICATING MUSANA

*“Still other seed fell on good soil, where it produced a crop – a hundred, sixty, or thirty times what was sown.”*

Matthew 13:8

As Iganga flourished, people in surrounding areas began to ask if Musana could bring its development model to their communities. Based on our experience, we developed a “replication” plan that takes an average of four years to build out infrastructure and operations. We use a phased development approach to allow timeline flexibility as we consider each community’s need and capacity for education, health, and economic development programs. Once physically constructed, Musana’s social enterprises operate at full capacity and reach 100% sustainability, not relying on outside support to run.

In collaboration with like-minded community leaders, we have replicated the Musana Community Development Model in Kaliro and Kamuli Districts.

### **Kaliro District, Uganda**

est. 2020 – Nursery & Primary School  
est. 2022 – Community Hospital  
est. 2023 – Vocational High School  
est. 2023 – Guesthouse  
est. 2024 – Empowerment Center

### **Kamuli District, Uganda**

est. 2022 – Nursery & Primary School  
est. 2024 – Community Hospital  
est. 2024 – Sol View Hotel

Musana is a living example that proves that this model works: when you alleviate poverty through sustainable social enterprises that empower a community’s holistic development, you restore independence, dignity, and hope to its members. It creates a ripple effect, achieving quality in education and healthcare raises expectations for excellence in other areas and promotes prosperity, pride, and engagement.

In 2024, Musana’s team is comprised of more than 700 full-time Ugandan employees. These leaders are igniting economic and social change by championing our core values of local leadership, sustainability, social entrepreneurship, and accountability.

### *Run a social enterprise like a successful business!*

The goal of a social enterprise is to provide a needed service or product at an affordable cost. Revenues fund operational expenses –making the enterprise sustainable. Revenues that exceed expenses are profits – used to support local charitable initiatives that further benefit the community.

To achieve revenue and profits, the enterprise must operate as any successful business does – with standard practices in all areas, including finance, procurement, human resources, etc. Don't underestimate the importance of checks and balances, documented policies and procedures, and most importantly, hiring the best people.

### *Musana's Sustainable Community Development Model*

Because of our unique model of sustainability, we use donations as an investment in infrastructure for social enterprises that allow Ugandans to own their transformation.

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## **PARTNERSHIP** *is the miracle of Musana*

As Musana's co-founders, we recognize that each of us brought a unique perspective to the challenge of lifting the Iganga community out of poverty. Our cultural and economic childhoods stood in stark contrast to one another – but shaped us into young adults who believed there had to be better solutions for the problems created by extreme poverty.

We are both entrepreneurial thinkers: Haril ran a series of small business ventures (beginning as a young child) and Andrea dreamed of opening a coffee shop to foster community and connection. While earning her Bachelor's degree in business from the Leeds School of Business at the University of Colorado, Andrea encountered Muhammad Yunus' microfinance model; it was the inspiration for her internship in Iganga that led to the launch of Musana.

Our approaches to problem-solving also are complementary. Haril's curiosity, character and work ethic helped him identify and question the motives of people around him who acted contrary to their shared cultural values. With a deep hunger for community and purpose, Andrea was raised to serve as "the hands and feet of Jesus." She believed that the microfinance principles of sustainability and enterprise were key to solving the issues poverty creates.

Ultimately, it took Haril – an insider looking out at his Ugandan community – and Andrea – a Western outsider looking in – to imagine and implement Musana's development solution to poverty in Iganga. Haril urged his community to take responsibility for their children's future and Andrea embodied sacrificial love searching for a way to help in a broken world.

Partnership is essential to the work of Musana – partnership with our community, our supporters and each other. It is the miracle that has sustained Musana through challenges and change, growth and mistakes, tears and triumphs. As you consider these ideas about how to restore dignity, independence, and hope in communities that are trapped in poverty, our prayer is that you will be blessed with partners who come alongside you with faith and love.

# 05

## WHAT'S NEXT

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### *What's next for Musana?*

Cultivating socially responsible leaders who share our vision, mission, and values and are dedicated to uplifting their community is essential for the sustainability of Musana's model. Through the Musana Leadership Development Program, we are training local leaders to advance our vision of breaking the cycle of poverty and dependency. In 2024, over 85 current and future leaders are participating in the program. We are committed to developing capable and passionate leaders in every area we touch.

With the success of our development model in Iganga, Kaliro, and Kamuli, Musana Uganda's strategic priority is to replicate it in seven new communities in Uganda and East Africa by 2032. We also hope that this model inspires others – like you – to adapt and replicate it around the globe.

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### *What's next for you?*

If you've been inspired by our story, we encourage you to learn even more by:

- Exploring our website: [musana.org](https://musana.org) and following us on social media
- Visiting our thriving communities and meeting the dedicated Ugandans who are making it happen.
- Reading books from thought leaders who helped expand our thinking (listed on the following page).
- Seeking out like-minded partners who believe there is a better way to help people break free from poverty and live self-sufficient lives filled with meaning and hope. Then start a local social enterprise – or support one – that will make a difference in the world.

If you can build on Musana's experience and insights to bring an effective community development model to your area of interest or ministry, our efforts will be exponentially blessed.

# 06

## BOOKS & INFLUENCES

*Books that have informed our thinking*

This list of books is for reference purposes – to help you understand the many ways people are approaching the charitable aid discussion. While it is our Christian faith that called us and grounds us in this work, we have drawn ideas and inspiration from multiple sources, including these authors:

*The End of Poverty: Economic Possibilities for Our Time* by Jeffrey D. Sachs – Penguin Books, 2005

*Banker to the Poor: Micro-Lending and the Battle Against World Poverty* by Muhammad Yunus – Public Affairs, 2008

*Creating a World without Poverty: Social Business and the Future of Capitalism* by Muhammad Yunus – Public Affairs, 2009

*When Helping Hurts: How to Alleviate Poverty without Hurting the Poor ... and Yourself* by Steve Corbett and Brian Fikkert – Moody Publishers, 2009

*The Hole in Our Gospel* by Richard Stearns – Thomas Nelson, 2009

*Dead Aid: Why Aid is Not Working and How There is a Better Way for Africa* by Dambisa Moyo – Farrar, Strauss and Giroux, 2009

*The Blue Sweater: Bridging Gap Between Rich and Poor in an Interconnected World* by Jacqueline Novagratz – Rodale Books, 2009

*Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty* by Abhijit V. Banerjee and Esther Duflo – Hachette Book Group, 2011

*Toxic Charity: How Churches and Charities Hurt Those They Help, and How to Reverse It* by Robert D. Lupton – Harper One, 2012

*The Age of Sustainable Development* by Jeffrey D. Sachs – Columbia University Press, 2015

*Charity Detox: What Charity Would Look Like if We Cared About Results* by Robert Lupton – Harper One, 2015

*Pursuing God's Ways: Framework for Transformation (Series)* – Reconciled World, 2019



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