

**THE  
UNITING REFORMED CHURCH IN  
SOUTHERN AFRICA**



**STRATEGIC PLAN  
2016-2024**



## **Vision**

*A committed and united church  
in service of unity, reconciliation and justice  
to all people through Christ*

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## **FOREWORD**

On 14 April 1994 the Uniting Reformed Church in Southern Africa was born from the two of four members of the Dutch Reformed Church Family of Churches. From 1652, after the settlement of the Dutch settlers under the leadership of Jan Van Reinbeck at the Cape, The Dutch Reformed Church was one Church in which people of all cultures and races worshipped together. In 1881, the formal separation of Church services took place on grounds of race and culture when the Dutch Reformed Church decided that all its members belonging to indigenous cultures should form separate congregations. A separate synod under the control of the Dutch Reformed Church was established. In subsequent years this policy resulted into the formation of more separate Churches like the Dutch Reformed Church in Africa and the Reformed Church in Africa.

Already since the 1970s these two Churches started reflecting on their existence and asked for Church unity based on scripture and faith and not on race. In 1982 the Dutch Reformed Mission Church (DRMCO) declared a *status confessionis* and developed a concept confession called the Belhar Confession (after the name of coloured township in Cape Town). This confession spelled out that the church belonged to God, that God's Church is one, that this Church received from God the task of reconciliation, that the church had an obligation towards justice and therefore should take up position with the oppressed and downtrodden, and lastly should only be obedient to God.

Talks for reunification culminated in the formation of the Uniting Reformed Church in Southern Africa on 14 April 1994 when the two of the four churches within the Dutch Reformed Church Family reunited. The Dutch Reformed Church and the Reformed Church in Africa decided not to join. The name decided upon was the **Uniting Reformed Church in Southern Africa (URCSA)** to denote that the unity was not complete and because the Reformed Churches in South Africa and the neighbouring states were not yet represented.

The task that awaited the Uniting Reformed Church and especially its leadership at the General Synod was to create a new identity and guide the regional synods and congregations on the path of unity. Since its establishment in 1994 the following General Synods were held:

**1994:** Belhar

**1997:** Bloemfontein

**2001:** Upington: That they may have life in fullness (John 10:10)

**2005:** Pietermaritzburg: Creator, Creation and Us:

**2008:** Hammanskraal: Unity and Diversity:

In **1996** the leadership of URCSA held a strategic workshop at Blauw Waters to develop a new vision and mission for URCSA as well as Strategic Goals. The main aim for the strategic process was to work for transformation and integration of ministry structures for the Church that would direct the URCSA vision in years to come. The outcome of that strategic workshop was as follows:

## **1996 VISION AND MISSION**

**URCSA Vision:** Dynamic in unity, reconciliation and justice.

**URCSA Mission:** To affect the renewal of creation through the proclamation and witness of the Kingdom of God as co-workers and followers of Christ.

### **Strategic Goals:**

- The edification and extension of the church,
- Promotion and extension of Church unity,
- Effective ecumenical and partnership relations,
- Program for civil and social responsibility,
- Effective communication, Resourcing

As part of this strategic process it was decided that the ministry structures of the General Synod should be transformed, clustered and integrated. This process of restructuring was finally approved at the General Synod in 2005 when the Integrated Ministries (IM) model was adopted.

In pursuance to these achievements a letter to Regional Synods by the moderator Prof S T Kgatla in 2009 read:

‘In line with this strategic approach the fifth General Synod at Hammanskraal in 2008 decided to appoint a permanent General Secretary depending on the availability of funds. The second immediate obstacle to the process of appointing the General Secretary was a permanent church centre where the office of the secretary could be housed. Ideally the administrative centre should be strategically situated as to be of benefit to the entire church. Informed by its article four of the Church Order and the Belhar Confession believers in URCSA should accept mutual responsibility for each other in their spiritual and physical needs. Close to forty percent of URCSA congregations are without ministers and while seventy of them cannot remunerate their ministers according to Synod scale. Still more

cannot embark on any church project as all their moneys are spent on ministers' salaries. A suitable way should be found to address these challenges and serve the calling of God to the world. URCSA cannot and should not fold its arms and lament what apartheid did to her.

Solutions to problems facing URCSA should be sort, developed and owned by URCSA. During apartheid the DRC masqueraded itself as benefactor to its mission churches as long as they did what was acceptable to her. When these churches took a decision (like in 1994) that was not endorsed by the DRC, the latter withdrew its financial support. Indeed the DRC used its financial support as a tool to control direction which it's 'daughter churches' would take.

Own internal fundraising methods should be found if self-reliance would be maintained within URCSA congregations. External sources (partner church donations) may only be used as capacity building grants but not for salaries. Donor grants should be a means to an end but not end in them for it is very easy to make URCSA dependent on foreign donor money. URCSA can learn from other churches in Africa who operate in worse economic conditions but are many years ahead of URCSA in professional way of administrating their affairs. A new way of addressing URCSA problems should be multi-pronged and dimensional. It should include property acquisition, capacity building, human resource development and missional orientation.”

# EXECUTIVE SUMMARY

## **Introduction**

Strategic Planning has become part of the management culture of corporate organization in the recent years. Organisations use strategic planning tools and process to define or redefine their vision and mission statements, core values, strategic goals and operational objectives. As the worldly concerns need strategic plans to realize their objectives, the Church as a body called by God for His mission also requires the strategy to fulfill its witness in the world. Proverbs 24:3-4 is sound biblical text that justifies strategic plan: ‘ *By wisdom a house is built, and through understanding it is established; through knowledge its rooms are filled with rare and beautiful treasures*’.

## **Planning Approach**

After the General Synod’s meeting in 2008, the new leadership started to discuss the way forward. It was clear that the vision, mission and strategic goals of URCSA were not living in the hearts and minds of the church. Under the visionary leadership of Prof Thias Kgatla a process was started to expose the leadership in URCSA to churches belonging to the All African Council of Churches (AACC) and to visit the AACC offices in Kenya so experience how churches in Africa were addressing the challenges with their own strategic plans. A Group of the regional Synods leadership visited and later a group of elders paid a visit. They all came back with new energy to seek solutions for URCSA based on what they have seen and experienced.

When the General Synodical Commission met in October 2009 in Cape Town, the foundation was already laid for a new strategic process to proceed. It was at that meeting that the leadership decided to go ahead and plan a Strategic Workshop in the beginning of 2010. Prof Kgatla arranged with Mr Arthur Shoo and Mr Bright Mawudor from the AACC to facilitate the workshop. Workshops cost money and Prof Kgatla with the support of the executive embarked on getting Kerk in Aktie to sponsor this event. Our partners from the Netherlands were aware of our needs and decided to help us to get URCSA on the move. We will always be indebted to them for assisting URCSA in this important process. From 12-16 April 2010 the executive of URCSA and the leadership of the seven Regional Synods met at the Lakeview Airport lodge in Benoni near the OR Tambo International Airport to chart the way forward for URCSA.

What we present is the fruits of the strategic meeting. It represents the work done by a committed leadership under the guidance of the Holy Spirit and accompanied by prayer. We are aware that this is not the Alfa and Omega and would therefore put it to the Regional Synods and all URCSA members to read, discuss and to respond. After the Strategic meeting in Benoni, a task team representing the executive and all the regional synods were appointed to work through the material and make a draft document available to the church. This document does not follow the normal outline of a strategic planning session, but is rather a summary of our strategic planning.

## THE PROCESS OF STRATEGIC PLANNING

1.

Who are we?

- Our Name
- Our Vision
- Our Mission /Mandate
- Our Mandate

**IDENTITY**

2.

Where have we come from as an organization

**TIME-LINE ANALYSIS**

- When/where/how did we begin.
- What have we done so far?
- What problems/challenges have we encountered.
- What have we done well?
- What is our history?
- What emerges from the history?

3.

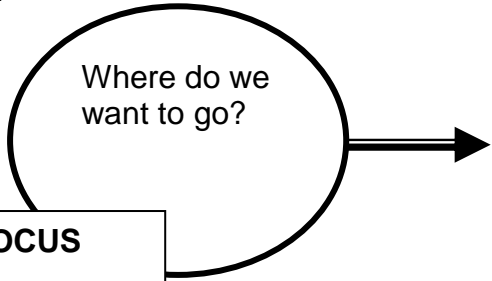
Where are we today

**ENVIRON-  
MENTAL SCAN**

- What is our positioning in the market relative to our competitors.
- What is the context of our operations (SWOT, PEST)

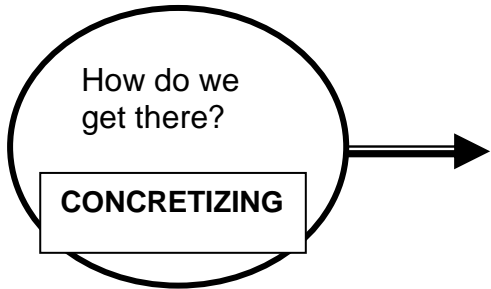


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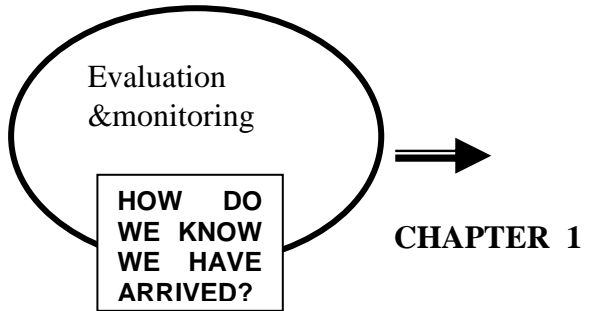
- Revisioning Process?
- What is our Strategic focus?

5.



- How will we go about fulfilling our mission (Strategy)
- Specific objectives
- Specific activities
- Action plan

6



- Setting indicators for Evaluating success/failure
- Monitoring process

**VISION**

In this chapter we would like to share how we see the vision for URCSA and give some explanation and clarification how we understand it.

**VISION:**

**A COMMITTED AND UNITED CHURCH IN SERVICE OF UNITY, RECONCILIATION AND JUSTICE TO ALL PEOPLE THROUGH CHRIST**

A Vision is something that is a dream that you would like to see being realised in future. In our discussions we took the name of our church, The Uniting Reformed Church in Southern Africa, as well as our confessions and in particular the Confession of Belhar as points of reference. We are all looking forward to a church that will be united with the Dutch Reformed Church family but also with other reformed churches. Our vision is a united church committed in service to unity, reconciliation and justice.

How do we understand unity? The best way to explain our understanding of **unity** is to be found in article 2 of the Confession of Belhar:

*We believe in one holy, universal Christian Church, the communion of saints called from the entire human family.*

*We believe that Christ's work of reconciliation is made manifest in the Church as the community of believers who have been reconciled with God and with one another;*

*that unity is, therefore, both a gift and an obligation for the Church of Jesus Christ; that through the working of God's Spirit it is a binding force, yet simultaneously a reality which must be earnestly pursued and sought: one which the people of God must continually be built up to attain;*

*that this unity must become visible so that the world may believe that separation, enmity and hatred between people and groups is sin which Christ has already conquered, and accordingly that anything which threatens this unity may have no place in the Church and must be resisted;*

*that this unity of the people of God must be manifested and be active in a variety of ways: in that we love one another; that we experience, practice and pursue community with one another; that we are obligated to give ourselves willingly and joyfully to be of benefit and blessing to one another; that we share one faith, have one calling, are of one soul and one mind; have one God and Father, are filled with one Spirit, are baptised with one baptism, eat of one bread and drink of one cup, confess one Name, are obedient to one Lord, work for one cause, and share one hope; together come to know the height and the breadth and the depth of the love of Christ; together are built up to the stature of Christ, to the new humanity; together know and bear one another's burdens, thereby fulfilling the law of Christ that we need one another and up build one another, admonishing*

*and comforting one another; that we suffer with one another for the sake of righteousness; pray together; together serve God in this world; and together fight against all which may threaten or hinder this unity;*

*that this unity can be established only in freedom and not under constraint; that the variety of spiritual gifts, opportunities, backgrounds, convictions, as well as the various languages and cultures, are by virtue of the reconciliation in Christ, opportunities for mutual service and enrichment within the one visible people of God;*

*that true faith in Jesus Christ is the only condition for membership of this Church;*

*Therefore, we reject any doctrine*

*which absolutises either natural diversity or the sinful separation of people in such a way that this absolutisation hinders or breaks the visible and active unity of the church, or even leads to the establishment of a separate church formation;*

*which professes that this spiritual unity is truly being maintained in the bond of peace whilst believers of the same confession are in effect alienated from one another for the sake of diversity and in despair of reconciliation;*

*which denies that a refusal earnestly to pursue this visible unity as a priceless gift is sin;*

*which explicitly or implicitly maintains that descent or any other human or social factor should be a consideration in determining membership of the Church.*

Any church that does not have a vision in which the unity of God's church is not sought; miss a very important theological point of departure.

We believe that the Gospel of Christ that is entrusted to the Church of God is a Gospel of **reconciliation**. Article 3 of the Confession of Belhar explains how we understand reconciliation:

*We believe that God has entrusted to his Church the message of reconciliation in and through Jesus Christ; that the Church is called to be the salt of the earth and the light of the world that the Church is called blessed because it is a peacemaker, that the Church is witness both by word and by deed to the new heaven and the new earth in which righteousness dwells.*

*that God by his life-giving Word and Spirit has conquered the powers of sin and death, and therefore also of irreconciliation and hatred, bitterness and enmity that God, by his life-giving Word and Spirit will enable His people to live in a new obedience which can open new possibilities of life for society and the world;*

*that the credibility of this message is seriously affected and its beneficial work obstructed when it is proclaimed in a land which professes to be Christian, but in which the enforced separation of people on a racial basis promotes and perpetuates alienation, hatred and enmity;*

*that any teaching which attempts to legitimate such forced separation by appeal to the gospel, and is not prepared to venture on the road of obedience and reconciliation, but rather, out of prejudice, fear, selfishness and unbelief, denies in advance the reconciling power of the gospel, must be considered ideology and false doctrine.*

*Therefore, we reject any doctrine which, in such a situation sanctions in the name of the gospel or of the will of God the forced separation of people on the grounds of race and colour and thereby in advance obstructs and weakens the ministry and experience of reconciliation in Christ.*

Part of our vision is a church committed to **justice**. Article 4 of the Confession of Belhar explains how we understand justice.

*We believe that God has revealed himself as the One who wishes to bring about justice and true peace among men; that in a world full of injustice and enmity He is in a special way the God of the destitute, the poor and the wronged and that He calls his Church to follow Him in this; that He brings justice to the oppressed and gives bread to the hungry; that He frees the prisoner and restores sight to the blind; that He supports the downtrodden, protects the stranger, helps orphans and widows and blocks the path of the ungodly; that for Him pure and undefiled religion is to visit the orphans and the widows in their suffering; that He wishes to teach His people to do what is good and to seek the right;*

*that the Church must therefore stand by people in any form of suffering and need, which implies, among other things, that the Church must witness against and strive against any form of injustice, so that justice may roll down like waters, and righteousness like an ever-flowing stream;*

*that the Church as the possession of God must stand where He stands, namely against injustice and with the wronged; that in following Christ the Church must witness against all the powerful and privileged who selfishly seek their own interests and thus control and harm others.*

*Therefore, we reject any ideology which would legitimate forms of injustice and any doctrine which is unwilling to resist such an ideology in the name of the gospel.*

The unity, reconciliation and justice that is part of our vision, is a unity, reconciliation and justice of which Jesus Christ is the foundation. Therefore we want to be committed to a service to all people because we are obedient to Christ. Article 5 of the Confession of Belhar states as follows:

*We believe that, in obedience to Jesus Christ, its only Head, the Church is called to confess and to do all these things, even though the authorities and human laws might forbid them and punishment and suffering be the consequence.*

*Jesus is Lord.*

*To the one and only God, Father, Son and Holy Spirit, be the honour and the glory for ever and ever.*

We hope that with the above explanation we have given the theological and confessional basis for our vision and that it will help to minimise any misunderstandings.

## CHAPTER 2

### MISSION

A Vision needs to be realised by the day to day activities of each congregation and all the work done in church meetings like Church councils, Presbyteries, regional synods and the General Synod.

Our mission that could help us to focus what to do is:

1. Being a united African and Reformed Church, called by God to provide with caring love a comprehensive witness and service to all people
2. Affect the renewal of creation as co-workers and followers of Christ through
  - proclamation and worship;
  - Empowerment and Communion;
  - Service and Witness of the Kingdom of God;
3. Be instrumental in:
  - seeking and nurturing local and global unity within the reformed tradition and other churches
  - internal and external reconciliation
  - being role players in enhancing justice for all
  - developing discipleship programmes

## CHAPTER 3

### CORE VALUES

In any organization, people need to agree on certain core values that will guide their discussions and actions. These were the core values that we agreed upon:

- African and Reformed
- Integrity/ honesty
- Compassion
- Transparency
- Sustainability
- Unity in diversity
- Equity and equality
- Respect, tolerance and embracing one another
- Justice
- Peace and reconciliation
- Anti-racism, anti-sexism
- Resilience
- Dignity of creation
- Responsible stewardship
- Trust in and obedience to the Triune God
- Open dialogue

## **CHAPTER 4**

### **SWOT ANALYSIS**

URCSA needs to take cognisance of the environment in which it operates and therefore a SWOT analysis is important. In doing a SWOT analysis (Strengths, Weaknesses, Opportunities and Treats) we came up with the following:

#### **SWOT STRENGTHS**

1. Committed Members, Quality leadership
2. Good ministry structures, Integrated ministries
3. Diversity in spirituality
4. Good theological training
5. Adherence to Church Order, Access to Church Polity training
6. Strong confessional basis/doctrinal/ Belhar Confession
7. Organizational strength, Involvement and participation of membership
8. Sound financial system
9. Reliable Partnerships, Strong Ecumenical relationships

#### **SWOT WEAKNESSES**

1. Inadequate internal unity
10. No Head Office building/physical structures, Inadequate Financial administration Poor stewardship, Weak Administration, Inadequate communication, Inadequate Network, Weak monitoring & evaluation of decisions, Shortage of staff .
2. Inadequate leadership succession plan
3. Poor relationship between Church Council & ministers
4. Weakening of prophetic voice/ weakening of advocacy
5. Inadequate plans to plant new congregations
6. Inadequate focus on youth
7. Inability to utilize expertise of members
8. No compulsory refresher courses for ministers
9. Monitoring of new forms of spiritual renewal
10. Problems regarding acceptance of female pastors



## **SWOT OPPORTUNITIES**

1. Good, reliable ecumenical partnerships
2. Training and development/ Theological institutions
3. Black economic empowerment
4. Globalization: Connected to the world
5. Technology
6. Cultural diversity
7. Urbanization
8. Social media
9. Emerging middle & upper-class society
10. Opportunity for youth
11. Religious freedom
12. Joint ventures [Joint MSW]
13. Sustainable Project options

## **SWOT THREATS**

1. Loss of identity: polarisation,
2. Political tension,
3. Technology: abuse thereof
4. Poverty and unemployment, Global economic recession, Globalization & Capitalism, Local & global recession, Genetic modified food [GMF, Food Security, Climate Change, Fracking,
5. Chronic illnesses: HIV/Aids, TB, Malaria, Diabetes etc.
6. Inter-faith conflict
7. Loss of members to other denominations
8. Racism, Discussion on Homosexuality, Drugs, Moral degeneration, Xenophobia, Crime
9. Materialism, Fundamentalism,, Post-Modernism, Secularism, Satanism
11. Inadequate plans of structure to support ministers and their families, Full-time ministry no longer attractive to new recruits [no competitive emoluments], Few full-time ministers, Expensive Theological training, Shortage of ministers, Focussing on maintenance, Vacant congregations, Not sufficient theological formation centre, Work permits for Namibia
10. Deadlock in the unification process with the DRC Family

## CHAPTER 5

### STRATEGIC ISSUES

After we had done our SWOT analysis we tabled the strategic issues that we believe that should get attention and later we narrowed it to some seven important focus areas. The list of strategic issues is:

1. Enhancement of Unity and Reconciliation among believers locally and internationally
2. Bring Justice in all situations of our lives [Is. 42:1 & Ex. 23:1-9]
3. Enhance justice in church and society (economy/poverty/unemployment)
4. Reconciliation in church and society
5. Provide Comprehensive witness/ Focus on vision/mission
6. Renewal of creation/ Moral regeneration
7. Empowerment of members for service and witness in the world [Luke 4:18]
8. Equal representation of women and youth in all church structures [Ratio 2:1:1]
9. Create processes for healing broken relationships in URCSA [Matt 18:15-17]
10. Youth (IM)
11. Developing programmes to enhance internal unity
12. Create processes for Financial Sustainability in URCSA [Lk 14:25]
13. Appointing a adequately qualified person/s to drive an intensive fundraising programme
14. Intensify measures to erect a head office and appointing qualified staff
15. Implementing the decision of general synod to appoint the general secretary
16. Responsible Stewardship
17. Monitoring and evaluating the timely implementation of decisions
18. Proclamation of the gospel [theological training, discipleship] [Matt 28:19]
19. Measures to address shortage of full-time ministers/ Develop Theological training to be more applicable/indigenous/relevant
20. Training of lay persons to assist vacant congregations struggling financially/ Address Ministerial models (tent-maker ministers)
21. Leadership: Capacity building/ development/management. Institutionalize continuous theological training
22. Operationalize integrated ministries more effectively/sufficiently
23. Enhance Effective communication (Building Reliable/sustainable partnerships (networking/communication) (social media)
24. Alignment of church order

## CHAPTER 6 FOCUS AREAS

To guide and actualise the implementation of the strategic vision and mission eight focus areas were identified in order to prioritize the issues that should be tackled immediately. Twenty eight strategic issues listed in the previous chapter might take away the focus on what are deemed priority and therefore we decided to narrow it down to eight focus areas:

1. To implement unity, reconciliation and justice through different programmes in the church and internationally [Is. 42:1 & Ex. 23:1-9] [Matt 18:15-17]
2. Enhance Leadership and build human capacity [Mat 18:21]
3. Operationalize integrated ministries more effectively /sufficiently
4. Address Ministerial models (lack of ministers/ ten-maker ministers
5. Enhancement of Financial Sustainability in URCSA [Lk 14:25] [Ex. 18:21]
6. Empowerment of members for service and witness in the world [Luke 4:18]
7. Proclamation of the gospel [theological training, discipleship] [Matt 28:19]
8. Infrastructure development and communication strategy

### 6.1.1. Unity, reconciliation and justice

The confession of Belhar is anchored on three pillars unity, reconciliation and justice. God wants to unite his Church and breaks the human made walls of separations and create one united church free from human sin of divisions. He wants to reconcile those who were estranged from one another and are living in bitterness and separation. He also wants to bring his just order among his people and bring peace where there was no peace.

### 6.1.2. Leadership and capacity building

Uniting Reformed Church in Southern Africa (URCSA) needs leadership corps that can help it to survive and serve God in a hostile globalised environment. Through the strategic programmes of in-service and on job training URCSA leadership need to be equipped for their task. Measurable goals with deliverable objectives should be set and met. Performance appraisal for leadership positions should be introduced in order to ensure there is purposive delivery of services on target dates and times.

### 6.1.3. Operationalization of Integrated Model

This strategic plan contains details of what ought to be done in the Integrated Model (MI).

#### **61.4. Trained ministers to vacant congregations**

Ministerial formation that can yield skilled ministers that are sought after by congregations and are capable of creating financially sustainable congregations is still a challenge to URCSA. A partnership between theological school and congregations should be forged whereby confidence and mutual trust between the two are maintained. Ministerial formation process of those who should become ministers of congregations should be owned by the congregations and inspire their confidence in their competence.

#### **6.1.5. Sustainable Financial Stewardship**

URCSA upholds the belief that all natural and material world belongs to God and people have been entrusted with the responsibility to look after them. One day they will give account to God of what they did with it. Large members of the church are still kept in captivity of colonial mentality of expecting hand-outs from their western counterparts to support them in their ministry. In this context URCSA calls its members to be accountable stewards for one day they will give account to God on how they used their possessions, bodies, time and talents in God's mission to the world. To this end URCSA is introducing programmes that would equip its members for the mission of God.

#### **6.1.6. Equip members for service and witness**

URCSA maintains that the church has not only responsibility towards itself and members but also to the world. It should provide service and witness outside its borders. The world and all those live in it belongs to the Lord and in its response to Missio Dei the church is by its very nature a missional church. Both its clergy and laity should be equipped for their vocation in order to bring Christian presence wherever they find themselves. Service and witness should be balanced in the life of the church in such a way that there is no dichotomy between the two.

#### **6.1.7. Proclamation of the gospel and discipleship of members**

The church has responsibility towards the world as well as towards its own members. It must nourish them with the word of God and disciple them for their ministry within and outside its borders. It is send in and outside its borders and it must prepare its members for that task. URCSA will design programmes to address the needs of its members for these areas.

#### **6.1.8. Infrastructural development and communication strategy**

URCSA does not have a fixed office from where its work could be done or a general secretary who could coordinate and do all church administrative work. The URCSA will renovate /refurbishe existing property belonging to a respective Regional Synod of URCSA in order to be used as the head office of URCSA. The URCSA will also use a variety of communication vehicles in order to enhance its communication strategy.

## **6.2. STRATEGIC AND OPERATIONAL OBJECTIVES**

Based on the thematic areas identified above, strategic objectives are formulated for each area in order to reposition URCSA for further growth and development. These objectives are intended to address the threats and weaknesses in the church. Under each of the strategic objectives, a number of more focused objectives are identified.

### **6.2.1 Unity, reconciliation and justice**

- ❖ To start strengthen and encourage URCSA task team on internal unity to deliver on its mandates from General Synod.
- ❖ To prepare sermons for congregations that would be preached on Sundays and discussed in Bible Study sessions
- ❖ To strengthen and deepen teaching and discipleship through Sunday Schools and catechism classes
- ❖ To re-organise church ministries such as CWM, CYM and CMM help in making in Belhar Confession awareness campaign
- ❖ To start unity talks with Reformed Churches in the neighbouring countries.
- ❖ Address internal church unity and multiculturalism

### **6.2.2 Leadership and capacity building**

- ❖ To introduce in-service workshops for serving corps
- ❖ To start collaborative projects with other Reformed Churches in order to expose our members to a new environment in which they may improve themselves
- ❖ To send serving personnel to formal academic training for their improvement
- ❖ To make it compulsory that serving personnel attend workshop and seminars
- ❖ To give rewards for those who improve their qualifications and attend in-service training courses.
- ❖ To enhance further theological formation

### **6.2.3. Operationalization of Integrated Ministry Model**

To train ministries, ministers, theological students on the Integrated Ministries model

### **6.2.4. Trained ministers for vacant congregations**

- ❖ To train laity with leadership and theological qualifications for ordained ministry
- ❖ To develop financial muscle of vacant congregations to call a minister
- ❖ To create a fund to subsidize vacant congregations
- ❖ To encourage partnership between vacant congregations to jointly call a minister
- ❖ To develop human resource base for all ministries of the church

#### **6.2.5. Financial Stewardship**

- ❖ To expand the financial base, improve mobilization and management of financial resources
- ❖ To expand the resources of the church through property and service investment
- ❖ To ensure regular and continues budget monitoring and strategic intervention mechanisms
- ❖ To employ professional financial corps in key positions
- ❖ To employ system approach to all functions of the church

#### **6.2.6. Service and witness**

- ❖ To train and re-orientate the entire church alternative evangelism and mission strategies.
- ❖ To initiate policies and programmes that would lead to reduction of poverty in society
- ❖ To introduce functional education programmes to address illiteracy, improve life skills and self-worth of individuals
- ❖ To initiate self-employment projects to reduce high level of unemployment
- ❖ To deepen ecumenical relations with other denominations locally and abroad

#### **6.2.7. Proclamation and discipleship**

- ❖ To promote well-thought Reformed sermons in the pulpits
- ❖ To introduce the concept of ‘preaching by objectives’ in URCSA
- ❖ To develop a purposive strategic programme of discipleship of church members
- ❖ To network for improvement of black and Reformed missional mission
- ❖ To introduce responsive programmes for effective youth development and gender mainstreaming in the church.

#### **6.2.8. Infrastructural and communication strategy of the church**

- ❖ To renovates /refurbishes existing property belonging to a respective Regional Synod of URCSA in order to be used as the head office of URCSA.
- ❖ Develop and implement an efficient and affordable communication strategy for the church
- ❖ To enhance communication, to strengthen URCSA.’s voice in the public sphere, to build communication capacity.

### 6.3. IMPLEMENTATION OF THE FRAMEWORK

To realise and sustain the goals and objectives outlined above, project related activities need to be designed and implemented. Subsequently, the expected phases and outputs of the projects, implementing structures as well as the estimated costs of the projects need to be spelt out based on the strategic objectives. These details are presented in the implementation matrix below in respect of each of the strategic objectives.

### 6.4. ESTIMATED PROJECT COST

The estimated total cost of the plan is R 15 000 000,00

i) Phase 1 of the project R 5 000 000,00

ii) Phase 2 of the project R 5 000 000,00

iii) Phase 3 of the project R 5 000 000,00

iv) The three phases will cover the short, medium and long term activities of the strategic plan respectively. The estimated costs are based on current projections. Provision should be made for changes in market prices at the time of implementation. *The estimated costs are distributed as shown in the Table 6.1. below.*

### PLEASE NOTE THE FOLLOWING

- Operational plans should be drafted by the Executive of the General Synod, Regional Synods, different ministries, task teams of the respective Synods.
- Reporting of these operational plans form part of the annually reporting to the General Synod and/or Regional Synods or Regional Synodical Commissions.
- Questions which should be asked by the different role players in executing the Strategic Plan are: What, Who, When, How much will it cost, Who will sponsor it?
- **The following abbreviations are being used in the Strategic Plan:**  
Integrated Ministries (IM), Core Ministry of Proclamation and Worship (CMPW), Core Ministry of Congregational Ministries, Core Ministry of Service and Witness, Support Ministries of Financial Administration (SMFAP), Support Ministries of Communication Publications & Archives (SMPCA), Support Ministries of Judicial Matters (SMJM), General Synodical Commission (GSC), General Synod Ministerial Formation Task team (MFTT) Regional Synod Ministerial Formation Task team (Regional Synod MFTT).

**Table 6.1 Summary of Estimated Costs of the Plan (3 Years)**

R 508 000,00 per annum  
R 1 524 000,00 for 3 years

	<b>Strategic Objective</b>	<b>PHASE 1</b> <b>Year one</b>	<b>PHASE 2</b> <b>Year two</b>	<b>PHASE3</b> <b>Year three</b>	<b>ESTIMATED TOTAL</b>
1.	<b>Unity Reconciliation Justice</b>	<b>1 145 000 00</b>	<b>1 145 000 00</b>	<b>1 145 000 00</b>	<b>3 435 000,00</b>
2.	<b>Leadership and capacity</b>	<b>508 000,00</b>	<b>508 000,00</b>	<b>508 000,00</b>	<b>1 524 000,00</b>
3.	<b>Integrated Ministry</b>	<b>168 000,00</b>	<b>168 000,00</b>	<b>168 000,00</b>	<b>504 000,00</b>
4.	<b>Vacant congregations</b>	<b>32 000,00</b>	<b>32 000,00</b>	<b>32 000,00</b>	<b>96 000,00</b>
5.	<b>Financial Sustainability</b>	<b>1 311 000,00</b>	<b>1 311 000,00</b>	<b>1 311 000,00</b>	<b>3 933 000,00</b>
6.	<b>Service and Witness</b>	<b>453 000, 00</b>	<b>453 000, 00</b>	<b>453 000, 00</b>	<b>1 359 000,00</b>
7.	<b>Proclamation and discipleship</b>	<b>318 000,00</b>	<b>318 000,00</b>	<b>318 000,00</b>	<b>954 000,00</b>
8.	<b>Infrastructure and communication</b>	<b>1 065 000,00</b>	<b>1 065 000,00</b>	<b>1 065 000,00</b>	<b>3 195 000,00</b>
	<b>ESTIMATED TOTAL COSTS</b>	<b>5000 000,00</b>	<b>5 000 000,00</b>	<b>5000 000,00</b>	<b>15 000 000,00</b>



# STRATEGIC PLAN IMPLEMENTATION MATRIX (Three years)

## Strategic Objective 1: Unity Reconciliation Justice

Operational Objective	Activities/Projects	Expected Outcome	Costs
1.1 Improves relationship between the Regional Synods and the Executive of the General Synod	a. Executive of the General Synod visits Regional Synods where problems/conflict exist or dysfunctionality occurs.	a. Attends to misconduct, problems, conflict swiftly and more efficiently.. b. Enhances the visibility of the leadership of the General Synod.	<b>Visits to regions</b> (2 per annum in any one of the 7 regions): travelling cost of moderamen members to 7 regions = 7 x R5000,00 = R35 000,00 x 2 = R70 000 ,00 <b>Accommodation</b> 7 members x 2 nights x R1000,00 =R14 000,00 <b>Total Cost</b> <b>R84 000,00 per annum</b> <b>R252 000,00 for 3years</b>
1.2. Attends to internal unity 1.3. Enhances multi culturalism and trans-culturalism in URCSA 1.4. Supports efforts to develop congregations that will reflect the trans-culturalism makeup of the society.	a. Addresses unity, reconciliation and justice in preaching, publications, discussion groups, conferences ministries, congregational Presbytery and Regional Synod level b. CMPW arranges conferences unity, reconciliation and justice, mu multi culturalism and trans-culturalism c. The SMPCA issues regular circulars with suggested solutions how to embrace unity, reconciliation and justice, multi-culturalism and transculturalism.	a. Improves relations between different racial and cultural groups in URCSA. b. Internal church unity, multi and trans-culturalism would be effectively address in URCSA. c. Will enhance transformation of URCSA to a truly trans-cultural church in a Reformed African context. d. Will enhance establishment of trans-culturalism congregations in URCSA. e. Regional Synods submits reports on internal unity/ multiculturalism and trans-culturalism on an annually basis to the General Synodical Commission (GSC).	<b>Conferences /roadshows</b> (1 per annum in any one of the 7 regions): travelling cost of members of CMPW = 7 x R5000,00 = R35 000,00 – sponsor 35 members of regional synods x R2000,00 = R70 000,00 = R105 000,00 <b>Accommodation</b> 7 CMPW members x 2 nights x R1000,00 =R14 000,00 <b>Total Cost</b> <b>R119 000,00 per annum</b> <b>Publication on multiculturalism and transculturalism:</b>

	d. The CMPW develops programs to promote an ethos of unity, reconciliation and justice, multi-culturalism and trans-culturalism in URCSA and table report to the General Synod.		R31 000,00 <b>Total Cost:</b> R150 000,00 Per annum R450 000,00 for three years
1.5. Encourages partnership between congregations from different cultural or ethnic background.	a. Holds joint services regularly b. Shares and exchange pulpits c. Shares resources.	a. Enhances love, understanding, relationships and importance of working together in URCSA. b. Enhances spirit of <i>ubuntu</i> in URCSA.	Form part of the Regional Synods and congregations budgets
1.6. Enhances the reception of the Belhar Confession in DRC family and across the globe	a. The executives of the General and Regional Synods engages in bilateral and multi lateral talks with the DRC Family of churches on the acceptance of the Belhar Confession as a fully-fledged confession in the envisaged unified church. b. The executives of the General and Regional Synods engages with ecumenical partners local and abroad regarding the Belhar Confession c. The SMPCA develops material on the Belhar Confession i.e hymns, CDs, Bible studies, sermons, power points.	a. Promotes teaching of the Belhar Confession. b. Enhances embodiment of the Belhar Confession in URCSA. c. Strengthens advocacy of the Belhar Confession  Confession R48 000 per annum <b>Total cost:</b> <b>R174 000,00 per annum R426 000,00 for three years</b>	<b>Multi/bilateral talks (3x per annum)</b> Travelling cost of executive to attend the multi/bilateral talks = 7 x R5000,00 = R35 000,00 x 3 = R105 000 ,00 <b>Accommodation</b> 7 members x 2 nights = R14 000,00 x 3 = R1000,00 =R42 000,00  <b>Publication:</b> on the Belhar Confession R 21 000 per annum <b>Total cost:</b> <b>R168 000,00 per annum R504 000,00 for three years</b>
1.7. Constructively addresses racism in church and society through academic, theological and other programs.	a. Appoints internal unity task team and a director for the <b>Program of churches addressing racism.</b> b. Develops short courses, workshops and retreats for ministers and other church leaders. c. Develops teaching material for	a. The teachings of Scripture about human dignity will be illuminated. b. Assists and empowers churches to restore people's human dignity and bring about healing in church and society.	Retreats or conferences (1 per annum) <b>Travelling cost</b> 1 director x R5000,00 + sponsor 35 delegates from regions x R2000,00 = R70 000,00 <b>Accommodation</b> 36 x 2 nights x R1000,00 x 2 = R72 000,00

	<p>children and church members on race, ethnicity, culture.</p> <p>d. Does research and publicises articles on the topic.</p>		<p><b>Publication:</b> = =R21 000,00 = per annum .</p> <p>Salary director 50% post= R175 000,00 per annum (R525000,00 per 3 years)</p> <p><b>Total cost:</b></p> <p><b>R343 000,00 per annum</b></p> <p><b>R1029 000,00 for three years</b></p>
1.8. Establishes a Belhar Confession Centre (BCC) at the historical site where the Belhar Confession was adopted.	<p>a. The CMPW hosts the annual Belhar Lecture .</p> <p>b. The CMPW arranges the annual celebration of the Belhar Confession on congregational and Regional Synod level.</p> <p>c. CMPW develops memorabilia of the Belhar Confession.</p> <p>d. SMPCA creates a logo for the Belhar Monument.</p> <p>e. CMPW appoints staff for the BCC i.e CEO/ Director, Co-ordinator, Management Board, Advisory Board, Researchers / research fellows, Fundraiser.</p>	<p>a. Enhances the Belhar Monument as URCSA's most visible historical site of our recent history.</p> <p>b. Establishes partnership and working relationship with the Department of Theology at the University of the Western Cape ( UWC).</p> <p>c. Utilizes the Belhar Confession Centre as the public voice of URCSA on matters that concerns the Church and the world.</p> <p>d.. Markets the Belhar Confession Centre site as one of the historic sites in South Africa, in the Liberation and Church struggle in South Africa.</p>	<p><b>Refurbishing of Belhar Confession Centre: R130 000,00</b></p> <p><b>Travelling cost of keynote address speaker</b> per annum 1 x R23000,00 = R23 000 ,00</p> <p><b>Accommodation</b></p> <p>Key note speaker x 2 nights x R1000,00 =R2 000,00</p> <p><b>Sponsor</b> 35 delegates from regions x R2000,00 per annum to attend Belhar annual lecture = R70 000,00 per annum</p> <p>Salary director 50% post= R175 000,00 per annum (R525000,00 per 3 years)</p> <p><b>Total cost</b></p> <p>R400 000,00 Per annum</p> <p><b>R1200 000,00 for three years</b></p>
<b>Total costs</b>			<p><b>R 1145 000 per annum</b></p> <p><b>R 3435 000,00 for three years</b></p>

**Role players:** 154

Executive, Regional Synods, General Synod's Task Team for Internal Unity, Local congregations, Ministries, SMPCA, CMPW, Director for the Churches addressing racism, Director of Belhar Centre, Program Co-ordinator, Management Board, Advisory Board, Researchers / research fellows of Belhar Centre

## Strategic Objective 2: Leadership and capacity

Operational Objectives	Activities/Projects	Expected Outcome	Costs
<p>2.1. Enhances continuous theological formation as an essential part of the formation of a minister.</p> <p>2.2. Creates a culture that thrives on knowledge generation and sharing of lessons learned.</p> <p>2.3. Attends to skills training of ministers of the Word and church workers.</p>	<p>a. The Regional Synod's MFTT I initiates and coordinates a continuous education and mentoring programme for ministers. .</p> <p>b. The SMJM compiles a data base of the capacity of the ministers.</p> <p>c. The General Synod's MFTT secures the availability of funding for continuous theological formation in liaison with partners abroad.</p>	<p>a. Sponsors ministers to attend further theological formation courses at Further Theological Centres (VBO centres) in different regions.</p> <p>b. Being equipped for ministry is a process of continuous and lifelong learning.</p>	<p>Sponsor 70 ministers x R2000,00 per annum to attend continuous theological formation courses R140 000,00 per annum <b>=R420 000,00 for three years</b></p>
<p>2.4. Trains laity with relevant qualifications and calling for ministry.</p> <p>2.5. Training of mature members for ministry.</p>	<p>a. The Regional Synod MFTT ensures that sufficient bursaries will be available for theology studies at approved places of theological training.</p> <p>b. Laity with relevant portfolio may apply at approved places of theological training.</p>	<p>a. The study cost of these students forms part of Regional MFTT bursary fund</p>	<p>The cost form part of the Regional Synods MFTT budgets</p>
<p>2.6. Establishes theology bursary fund for under graduate studies &amp; post graduate studies abroad.</p>	<p>a. The General Synod MFTT secures the availability of funding for studying on post graduate level in liaison with partners abroad</p>	<p>a. Encourages partners abroad and local congregations to support theological training.</p>	<p><b>Sponsor 20 students x</b> R50 000,00 x 2 years = R200 000 00 x 3 years = R600 000, 000</p>
<p>2.7. Develops a sense of vocational identity.</p> <p>2.7. Enhances <i>Coram Deo</i> which summarizes the idea of Christians living in the presence of, under the authority of, and to the honor</p>	<p>a. Regional Synod's MFTT arranges annually a vocation retreat for ministers</p> <p>b. Regional Synod's MFTT ensures that all ministers annually participate in a program of spiritual formation where spiritual disciplines (Refreshers courses ) are practised in groups under the guidance of a spiritual mentor</p>	<p>a. Highlights the call to lead by Jesus Christ's example</p> <p>a. Basic faith formation habits are practised and mastered</p> <p>b. Supervised ministry experience during training as minister of the Word is an</p>	<p><b>This will form part of Regional Synods budget</b></p>

and glory of God.	<p>c. The Regional Synod's MFTT ensures that mentors will be appointed in order to supervise theology students according to the Regulation on Theological Formation.</p> <p>d. Regional Synod appoints <i>Pastor pastorium</i></p>	important element of developing competency in ministry.	
2.8. Strengthens denominational identity.	<p>a. SMJM on Regional Synod level arranges annually workshops/conferences on Reformed Church Polity, liturgy, worship and confessions for church council members.</p> <p>b. SMJM on General Synod level arranges annually workshops/conferences for the actuari of the respective Regional Synods regarding Reformed Church Polity, liturgy, worship and confessions.</p>	a. Enhances understanding of and adherence to the Reformed Church Polity, liturgy, worship and confessional basis of the URCSA...	<p>Church Polity conferences meetings <b>1</b> per annum in any one of the 7 regions in order</p> <p><b>Travelling cost of members of SMJM</b> = 7 x R5000,00 = R35 000,00 x 2 + sponsor 35 regional SMJM members x R2000,00 = R70 000 ,00</p> <p>Total = R105 000,00</p> <p><b>Accommodation</b></p> <p>7 members x 2 nights x R1000,00 =R14 000,00</p> <p><b>R119 000,00 per annum</b></p> <p><b>R357 000,00 for three years</b></p>
2.9. Restructuring of boundaries of the Regional Synod	<p>b. The SMJM attends to the restructuring of the Regional Synods and Presbyteries taking into account the input of Regional Synods and congregations.</p> <p>c. The SMJM table a report regarding the restructuring of the boundaries of the Regional Synod at the General Synod or General Synodical Commission.</p>	a. Restructuring will enhance diversity in language, culture, race, ethnic diversity and financial accountability in URCSA	<p><b>Travelling cost of members of SMJM 1 meeting</b></p> <p>= 7 x R5000,00 = R35 000,00</p> <p><b>Accommodation</b></p> <p>7 members x 2 nights x R1000,00 =R14 000,00</p> <p>Total R49 000,00 per annum</p> <p>R147 000,00 total 3 years</p>
TOTAL COSTS			<p><b>R 508 000,00 per annum</b></p> <p><b>R 1 524 000,00 for 3 years</b></p>

**Role players:** General Synod Ministerial Formation Task team (MFTT) Regional MFTT, SMJM Further Theological Centres (VBO centres), congregation

## Strategic Objective 3: Integrated Ministry

Operational Objectives	Activities/Projects	Expected Outcome	Costs
<p>3.1. Operationalises Integrated Ministry (IM) more effectively.</p> <p>3.2. Introduce ministers, ministries, theological students to the Integrated Ministry model (In the IM model there are three (3) core ministry functions and some support ministries. The core ministries are Proclamation and Worship, Congregational Ministries, Service and Witness The Support Ministries are the Financial Administration; Communication, Publications &amp; Archives and Judicial Matters).</p>	<p>a. Help local congregations, Regional Synods and ministries i.e. CWM, CMM, CYM, Brigade) to understand the Integrated Ministry Model.</p> <p>b. Regional Synods and ministries arrange workshops, conference, road shows on the Integrated Ministry model.</p> <p>c. Regional Synod and CMCM gives feedback about the operationalization of Integrated Ministry Model on annual basis.</p> <p>d. Revisits the General Synod's and Regional Synod's Church Orders in order to align it regarding the Integrated Ministry model</p> <p>e. Ministries should change their regulations in order to align it with the Integrated Ministry model.</p>	<p>a. The three core ministries or ministry clusters focus the URCSA ministries on and from God and God's Word.</p> <p>b. The core ministries and support ministries operate in close relation to each other, with open communication lines between them and in mutual recognition of each other.</p> <p>c. No closed exclusivity or self-service is to exist, but with a mutual focus and joint activity, the core ministries aim and work to communicate regularly, constantly keeping each other in mind, in formed and focused.</p> <p>d. Their aim and focus of the support ministries are to support and enhance the effectiveness of the URCSA core ministries to focus and practice the church's worship, equipping, service and witness to the glory of God.</p> <p>e. The annual budget for travel and accommodation will be decreased substantially.</p>	<p>Three roadshows conferences per annum in any one of the 7 regions</p> <p><b>Travelling cost of members of CCM</b>            = 7 x R5000,00 = R35 000,00 x 3 roadshows or conferences = R105 000,00</p> <p><b>Accommodation</b>            7 members x 2 nights x R1000,00 = R21 000,00 x 3 roadshows or conferences = R63 000,00</p>
<p><b>Total costs</b></p>			<p><b>R168 000,00 per annum</b>  <b>R 504 000,00 for three years</b></p>

**Role Players:** SMJM, CMCM, Regional Synods, congregations, ministries, presbyteries

## Strategic Objective 4: Vacant Congregations and Responsible Stewardship

Operational Objectives	Activities/Projects	Expected Outcome	Costs
4.1. Promotes the understanding and importance of stewardship on congregational, Presbytery, Regional Synod level.	<ul style="list-style-type: none"> <li>a. The SMFA encourages Regional Synods to contribute prorata according to their financial abilities to the General Synod.</li> <li>b. The SMFA affirms the importance of supporting the operating cost of the General Synod</li> <li>c. The SMFA promotes the approved levy system of URCSA and develops other systems</li> <li>d. The SMPCA publishes Biblical teachings on stewardship.</li> <li>e. The SMCPA publishes sermons on stewardship</li> <li>f. The Church councils report annually to Presbytery regarding financial administration of the local congregations</li> </ul>	<ul style="list-style-type: none"> <li>a. Spirit of <i>ubuntu</i> will be enhance in URCSA.</li> <li>b. Members will be equipped to support the church financially.</li> <li>c. Congregations will have sound biblical knowledge on stewardship</li> <li>d. It will promote good governance in URCSA.</li> </ul>	<p><b>Publication</b> by SMPCA on stewardship and sermons, publishing of training material for laity= R30 000 per annum</p> <p><b>Total cost:</b> R30 000 per annum R90 000,00 for three years</p>
4.3. Formulation of alternative ministry model for URCSA 4.4. Forming and equipping the people of God for ministry and mission.	<ul style="list-style-type: none"> <li>a. Regional Synods embarks on training of the laity on local congregational level i.e. Veritas</li> <li>b. The MFTT does research on different ministry models across the globe i.e. Methodist, Anglican Church, PCUSA.</li> <li>c. The MFTT does research on the following Evangelists / Lay ministers, Pastoral care workers., Specialised ministry among young people, children and families and tables proposals and church order regulations thereof at General Synod</li> </ul>	<ul style="list-style-type: none"> <li>a. Deepening the engagement of lay members of URCSA in ministry at local congregational level</li> <li>b. Eliminates competition between ministers and evangelists/ lay ministers, youth ministry.</li> <li>c. Will enhance church growth.</li> </ul>	<p><b>Forms part of MFTT and Regional Synod;s budget</b></p>

<p>4.6. Ensures that congregations adhere to regulations regarding salary, life cover, disability cover, special group scheme, Pension Fund for ministers of the Word et cetera.</p>	<p>a. The SMFM informs annually the church councils about URCSA policy regarding the Pension Fund and the special group scheme of the Pension fund</p> <p>b. Presbyteries reviews annually as stipulated in church order the contractual agreements between tent making ministers and congregations. The Presbyteries should ensure that the church council adhere to these regulation.</p> <p>c. The SMJM aligns church order in order to bring uniformity regarding financial accountability of congregations toward ministers of the Word.</p>	<p>a. This will bring uniformity with regard to financial accountability of congregations toward ministers of the Word.</p> <p>b. It will put presbyteries in position to react proactively with regard to congregations' non-compliance of the church order regulations regarding the emoluments of ministers of the Word.</p>	<p><b>Admin cost</b> R2 000,00 per annum R6 000,00 per year</p>
<p><b>Total costs</b></p>			<p><b>R32 00,00 per annum</b> <b>R96 000,00 for 3 years</b></p>

**Role Players:** SMJM, CMPW, MFTT Congregations, Presbytery, Regional Synods, General Synod, Partners abroad



## **Strategic Objective 5: Financial *Sustainability and Administrative Accountability***

Operational Objectives	Activities/Projects	Expected Outcome	Costs
<p>5.1. Promotes Financial Sustainability and Administrative Accountability in all Regional Synods.</p> <p>5.3. Improves capacity of all staff (financial and non-financial) with respect to financial management and internal controls</p> <p>5.4, Expands financial resources through investment</p>	<p>a. The SMFA harmonises the annual financial planning of the General Synod</p> <p>b. The SMFA develops and monitors the annual and long-term financial plans and budgets</p> <p>c. The SMFA promotes the Synodical collection, Synodical levies, Seed money project, R1000,00 levies per congregation system et cetera.</p> <p>d. The SMFA seek ways to raise money outside of the church's membership</p> <p>e. The SMFA encourages ideas and efforts by church members/ ministries that will enhance the financial stability of URCSA</p> <p>f. The SMFA formulates an investment policy. identifies investment opportunities and informs structures of church according.</p>	<p>a. Transforms Strategic Objectives into tangible objectives, activities, outcomes</p> <p>b. Tracks the delivery of outputs and outcomes in a continuous and systemic manner.</p> <p>c. Enhances good governance.</p> <p>b. Compels the Regional Synods to share their resources</p> <p>c. Uses limited resources effective and efficient in order to address URCSA's strategic objectives.</p> <p>d. The budget of the General Synod and ministries will be fully supported by income generated by URCSA.</p> <p>e. Enhances investments in URCSA as strategy to become sustainable.</p>	<p><b>Travelling cost of members of SMFA to arrange 3 meetings per annum</b>  <math>7 \times R5000,00 = R35\ 000,00 \times 3 = R105\ 000\ 00</math> per annum.</p> <p><b>Accommodation</b>  <math>7 \text{ members} \times 2 \text{ nights} \times R1000,00 = R14\ 000,00 \times 3 = R42\ 000,00</math> per annum.</p> <p>Total Cost;  <b>R147 000,00 per annum</b>  <b>R441 000,00 for 3 years</b></p>
<p>5.4. Promotes consistent donor funding from a broad spectrum of donors</p> <p>5.5. Diversifies and expands funding sources</p>	<p>a. The SMFA explores ways to leverage donor pooling.</p> <p>b. The SMFA explores mechanisms to gain access to consolidated funding streams.</p> <p>c. The SMFA scans the environment to</p>	<p>a. Develops an integrated strategic approach to donor relationship management</p> <p>b. Continuously nurtures present and cultivates new donor streams.</p>	<p><b>Admin cost R2 000,00 per annum R6000, 00 per year</b></p>

	<p>map out partners who are most strategic for URCSA to work with.</p> <p>d. The SMFA identifies new donors and establish new strategic partnerships</p> <p>e. The SMFA ascertains quality proposal writing to raise funds.</p> <p>f. The SMFA centralises donor funding through the office of the General Synod.</p>	<p>c. Enhance accountability of URCSA and good governance</p> <p>d. Provides timely, effective and efficient financial reports to donors.</p>	
<p>5.7. Ensures financial viability of URCSA .</p> <p>5.8. Documents and shares best practices regarding financial sustainability</p>	<p>a. The SMFA ensures that the annual contribution of congregations towards the General Synod ) will realize.</p> <p>c. The SMFA ensures by that the Regional Synod will pay over 10% of their income as synodical levies to General Synod</p> <p>c. The SMFA communicates annually to the Regional Synod about levies and love offering, and contributions of congregations.</p>	<p>a. Control s operating expenses, and increase income.</p> <p>b. Revamps tithing, bazaar/harvest as methods of securing income on congregational level</p> <p>c. Explores efficiency and effectiveness of collection of contributions of the congregations, presbyteries, Regional Synods</p> <p>d. Sustainability of URCSA will be enhance</p> <p>e. General Synod will be able to execute Strategic Plan.</p>	<p><b>Admin cost</b> = R2 000, 00 per annum. R6 000,00 for 3 years</p>
<p>5.9. Improves the management of URCSA's financial administration.</p> <p>5.10. Monitors and evaluates the implementation of decisions regarding financial administration</p> <p>5.11. Integrates and implements systems for finance, administration and procurement.</p>	<p>a. Appoints professional and adequately qualified people to manage finance and administration of the church and to drive fundraising programme</p> <p>b. SMFA develops efficient procurement systems management and implements a financial management framework.</p> <p>c. Improves systems for recruitment, retention and motivation of staff.</p>	<p>a. Professional people are appointed and paid marked related salaries to manage finance and administration of URCSA</p> <p>b. Improves compliance with financial policies, Human Resource policies, procurement, the labour law as well as the church order regulations of URCSA..</p>	<p><b>Salaries:</b>  General secretary R450,000,00  Admin clerk R150 000,00  Administrator R350 000,00</p> <p><b>Total salary cost:</b>  R950 000,00 per annum  R2850 000,00 for three years</p>

<p>5.12. Improves collaboration and communication URCSA.</p> <p>5.14 Improves clarity on chain-of-command: who had jurisdiction over what</p> <p>5.15 Reviews annually the strategic plan of the URCSA</p>	<p>a. Develops timely reporting systems to international partners.</p> <p>b. Develops and implement monitoring systems for compliance to URCSA's policies and procedures.</p> <p>c. Develops a collaborative system for sharing of information between General Synod and Regional Synods.</p> <p>d. Develops appropriate databases for knowledge sharing.</p> <p>d. Invites Moderators of Regional Synod to the meetings of the Executive of the General Synod..</p>	<p>a. Increases visibility of URCSA's activities, projects, products and viewpoint, locally and internationally</p> <p>b. Improves internal and external sharing of information on URCSA's programmes.</p> <p>c. Sharing information effectively and efficiently.</p> <p>d. Enhances good governance.</p>	<p><b>Travelling cost</b> of moderamen of General Synod and moderators of Regional synods  7 + 7 + General Secretary = 15  x R5000,00 = R75 000,00 x 2 meetings = R150 000 00 per annum</p> <p><b>Accommodation</b>  15 members x 2 nights x R1000,00 =R30 000,00 x 2 = R60 000,00</p> <p><b>Total cost</b>  R215 000,00 per annum  R630 ,000,00 for three years</p>
<p><b>Total cost</b></p>			<p><b>R 1 311 000,00 per annum</b>  <b>R 3 933 000,00 for 3 years</b></p>

**Role players:** Executive, Regional moderators, SMJM, SMFM, Staff members, General secretary.

## Strategic Objective 6: Service and Witness

### Core Ministry of Service and Witness

Operational Objectives	Activities/Projects	Expected Outcome	Costs
<p><b>6.1. Diakonia of the local congregations</b> (should be done by church councils, presbyteries)</p> <p>6.1.1. Assists members in discovering their gifts, talents and passion for the best fit of their engagement in service to the church and community.</p>	<p>a. Initiates local congregational-level action on environmental issues, the institutionalization of injustice, globalization; the reality of climate change and its impact.</p> <p>b. Responds to the reality of abuse and violence against many sections of society, especially of women, children, people with disabilities and the aged at home, community and church,</p> <p>c. Educates people against alcoholism and substance abuse, enabling the victims to overcome these conditions.</p>	<p>a. Churches become sanctuaries of safety and hope.</p> <p>b. Recognizes and affirms the theological significance of diakonia through worship and proclamation.</p> <p>c. Be and become open, just, hospitable and inclusive communities.</p> <p>d. Enhances awareness of the social, political and economic realities of life.</p> <p>e. Cultivates a sense of social responsibility in URCSA.</p>	<p><b>Forms part of Regional Synods budgets</b></p>
<p><b>6.2. Diakonia on Regional and General Synod Level</b></p> <p>6.2.1. Diakonia may also imply social action, aimed at dismantling oppressive cultures such as patriarchy, racism, xenophobia and other discriminatory and exclusionary practices.</p> <p>6.2.2. Diaconal projects are being attended to by the Regional Diaconal Services (CMCW) i.e</p>	<p>a. SMFA applies for registration of the CMSW as a NPO.</p> <p>b. CMSW appoints coordinator/director/manager of Service and Witness on General Synod level</p> <p>c. CMSW builds partnerships with other churches and organizations on regional and national level.</p> <p>d. All projects sponsored by partners abroad should be centralise in the office of the General Synod.</p> <p>e. Progress reports should be issued timeously annually to the CMSW.</p> <p>f. CMSW encourages, supports and accompanies local congregations and</p>	<p>a. Enhances diakonia as an expression of support and help to those in need</p> <p>b. Enhances diakonia as creative action meant to bring about the world God so desires.</p> <p>c. Enhances the church as training ground for creative engagement with the world.</p> <p>d. Working together with the Regional Synods will improve URCSA's national impact.</p> <p>e. Recognizes, strengthens and supports the prophetic voice and initiatives of URCSA that strive to uphold the causes of human rights, justice and</p>	<p><b>Travelling cost</b> of the members of CMSW 3 meeting per annum  <math>7 \times R5000,00 = R35\ 000,00 \times 3 = R105\ 000\ 00</math></p> <p><b>Accommodation</b>  <math>7 \text{ members} \times 2 \text{ nights} \times R1000,00 = R14\ 000,00 \times 3 = R42\ 000,00</math></p> <p><b>Salary:</b> director/manager  <math>R175\ 000,00 \times 3 \text{ years} = R525\ 000,00</math></p>

<p>BADISA</p> <p>6.2.3. Aligns initiatives/ programmes of General Synod with programs and diaconal projects of the Regional Synod's</p> <p>6.2.4. Ensures that programmes, decisions of the General Synod concerning service and witness are truly owned by Regional synods.</p>	<p>Regional Synods as they respond to issues in their diaconal work and reports annually to the GSC on their diaconal projects and programmes.</p> <p>g. CMSW develops easily readable Bible Study materials on diakonia for pastors and laity, a practical workbook, preaching, liturgical and formational guidelines on diakonia for use in congregations and small groups and conducts conferences on diaconate</p> <p>h. SMJM drafts regulation for CMSW and tables it at General Synod for approval</p>	<p>rights of the marginalized.</p> <p>f. Strengthens the diaconal work of URCSA on Regional and General Synod level and the strategic partnership with government and overseas donors.</p> <p>g. Foster mutual accountability and good governance</p> <p>h. Encourages theological research on diaconal issues</p> <p>i. Addresses discrimination and exclusion within church and society</p>	<p><b>Publication= R10 000,00 per annum = R30 000, 00 for 3 years</b></p> <p>Diaconal Projects on General Synod Level: R489 000,00</p> <p><b>Total Cost</b> <b>R 397 000,00 per annum</b> <b>R1191 000,00 for 3 years</b></p>
<p><b>6.3. Diakonia and Ecumenical bodies both national and global i.e SACC, EFSA, AHA, DRC Family, AACC, WCRC, WCC )</b> Facilitate processes for inter-church exchange of theological support for diaconal engagement in different contexts.</p>	<p>a. CMSW seeks collaboration with other churches, faith communities, and organizations on diaconate.</p> <p>b. Partnerships with government, other partners local and abroad i.e. SACC and other NGOs on Regional Synod level.</p> <p>c. Facilitate dialogue with international diaconal agencies</p> <p>d. Develops strategic partnerships at local and global levels.</p>	<p>a. Recognize the power of solidarity in struggle for transformation of the world.</p> <p>b. Enable partnerships with governing bodies and overseas partners to actively address diaconate local and national.</p> <p>c. Intentionally works with and on behalf of poor, oppressed, and disadvantaged people.</p>	<p><b>Travelling cost</b> of the members of CMSW to attend 8 ecumenical meetings x R5000,00 = R40 000,00 x 3 = R120 000 00 for 3 years.</p> <p><b>Accommodation</b> 1 representative x 2 nights x R1000,00 = R2 000,00 x 8 meetings = R16 000,00 x 3 years = R48 000,00.</p> <p>Total Cost: R56 000,00 per annum R168 000,00 for 3 years</p>
<p><b>Total costs</b></p>			<p><b>R453 000, 00 per annum</b> <b>R 1359 000,00 for 3 years</b></p>

**Role Players:** CMSW, SMFA, CMPW , SMPCA, Regional Synod, General Synod, executive, local congregations, NGO's, SACC, WCC, WCRC, Partners abroad, government.

## Strategic Objective 7: Proclamation and Discipleship

Operational Objectives	Activities/Projects	Expected Outcome	Costs
<p>7.1.Promotes sound Reformed teaching and preaching.</p> <p>7.2. Enhances spirituality in URCSA.</p>	<p>a. SMPW develops preaching tools, Bible Studies, catechism books et cetera, for lay preachers and ministers.</p> <p>b. Explores different worship options beyond Sunday morning.</p> <p>c. Research on power evangelism (healing ministry, exorcism), the meaning of symbols in Reformed liturgy i.e. candles, confirmation of baptism etc. should be done. .</p> <p>d. General Synod should arrange an annual Big URCSA Event on stadium or indoor auditorium</p>	<p>a. Enhances members' ability to appreciate and understand their identity of being African and Reformed.</p> <p>b. Emphases that worship is central to Christian life.</p> <p>c. Enhances spirituality in URCSA</p>	<p>Meeting of SMPW</p> <p><b>Travelling cost</b> of members of SMPW = 7 x R5000,00 = R35 000,00 x 3 meetings – R105 000 00 for three years.</p> <p><b>Accommodation</b> 7 members x 2 nights x R1000,00 =R14 000,00 x 3 = R42 000,00 for 3 years. Publication: R10 000,00 per R30 000 for 3 years</p>
7.3. Enhance church grow.	<p>a. Research should be done about decline of young professionals (after graduation) as members of URCSA.</p> <p>b. Regional MFTT should target higher education institutes as a site to do evangelism.</p> <p>c. Regional MFTT should appoint chaplains on higher education institutes.</p>	<p>a. Enhance witness of URCSA at higher education institutes</p>	Forms part of Regional MFTT budgets
7.3.Promotes prophetic and compassionate discipleship in an increasingly globalized world.	<p>a. Equips church members in discipleship.</p> <p>b. Attends to themes dealt with the nurturing of people with Christian habitus/ liturgy after the liturgy (i.e. civic virtue and public integrity), sound discernment and courageous action, who contribute to the building of dignifying public habitats (i.e. societies in which all of life blossom and flourish).</p> <p>c. SMPW conducts workshops and conferences on discipleship &amp; responsible citizens in democratic societies.</p>	<p>a. Cultivates and nurtures disciples, .</p> <p>b. Deepen discipleship through scripture, worship, prayer, study, stewardship and service..</p>	<p>SMPW and Regional SMPW conference on discipleship, evangelism 7 x R5000,00 = R35 000,00 + sponsor 35 delegates from Regional Synods x R2000,00 = R70 000,00 = R105 per annum Accommodation 7 SMPW members x 2 days= R1000,00 = R14 000,00 per annum. <b>R119 000,00 per annum</b> <b>R357 000,00 for three years</b></p>

<p>7.4. Evangelism focuses on explicit and intentional articulation of the gospel to unchurched.</p> <p>7.5. Witnessing emphasis on those with no active church affiliation.</p>	<p>a. Sharing one's faith and conviction with other people, inviting them to discipleship, whether or not they adhere to other religious traditions.</p> <p>b. Sharing the good news both in word and action.</p> <p>c. Invitation to personal conversion to a new life in Christ and to costly discipleship.</p> <p>d. Promotes the message of the gospel, of healing and reconciliation, in word and deed.</p> <p>e. Strategizes to penetrate middle class market.</p> <p>f. Uses social media to convey gospel to unchurched.</p> <p>g. New ways of being church should be research</p> <p>h. Research should be done on church plant models and on migration of URCSA to inner city.</p>	<p>a. Emphasizes evangelism which is grounded in the life of the local church where worship (<i>leiturgia</i>) is inextricably linked to witness (<i>martyria</i>), service (<i>diakonia</i>) and fellowship (<i>koinonia</i>). commitment to Holy Spirit</p>	<p>See budget above</p>
<p>7.6. Emphasizes Christian witness in a <i>Multi-Religious World</i></p> <p>7.7. Emphasizes witness to people of other faiths. We are called to make disciples of all nations.</p>	<p>a. Dialogues with people of different religions and cultures.</p> <p>b. Acts of service, such as providing education, health care, relief services and acts of justice and advocacy are an integral part of witnessing to the gospel.</p> <p>c. Encourages congregations to share the Gospel to people of other faiths.</p> <p>d. Arranges workshops, Bible Studies congregational, Regional Synod and General Synod level.</p>	<p>a. Mission to people from other faiths is a sign of God's love for all humanity</p>	<p>See budget above</p>
<p>7.10 Disciples young people.</p> <p>7.11 Integrates youth into congregational life</p> <p>7.12 Development of inter-generational youth faith movement</p>	<p>a. SMPW investigates the feasibility of an intergenerational youth faith program in URCSA</p> <p>b. Prepares young people to participate in the life of the church as leaders and disciples.</p> <p>c. Members of youth ministries are nurtured to assume responsibility for roles in evangelism &amp; leadership.</p> <p>d. Create space and opportunity for youths to talk openly about relevant issues</p> <p>e. Regional Synods appoints youth ministers.</p>	<p>a. Effective youth programs are in place</p> <p>b. Sees youth ministry as a 'laboratory' in which disciples are permitted to grow in a culture guided by spiritual coaches.</p> <p>c. Sees youths as full partners in the church</p>	<p>Sponsor 70 youth delegates x R2000,00 per annum to attend inter generational youth conference = R140 000,00 per annum = <b>R420 000,00 for three years</b></p>
<p><b>Total Cost</b></p>			<p>R 318 000,00 per annum R 954 000,00 per 3 years</p>

**Role Players:** Executive, SMPW, SMFA, CMCM, MFTT, SMJM coordinator (youth desk) , youth minister

## Strategic Objective 8: Infrastructural & Communication

Operational Objectives	Activities/Projects	Expected Outcome	Costs (three years)
<p>8.1. Renovates /refurbishes existing property belonging to a respective Regional Synod of URCSA in order to be used as the head office of URCSA.</p>	<p>a. SMFA secures funding local and global for the renovation /refurbishing of existing building belonging to a respective Regional Synod of URCSA.</p> <p>b. Moderamen engages with Northern Synod about the establishment of the head office of URCSA at the Northern Synod office in Mamelodi.</p> <p>c. The SMFA does a feasibility study regarding the establishment of the head office of URCSA at an existing property belong to a respective Regional Synod of URCSA (for example at the Northern Synod office in Mamelodi).</p> <p>d. SMJM does research regarding property rights of local congregations versus the property rights of major assemblies in the case of misconduct and present report of their findings at the General Synod.</p>	<p>a. Enhances URCSA's cooperate identity</p> <p>b. Fosters cooperate recognition of URCSA both externally and internally.</p>	<p>R575,000,00 per annum R1 725 000,00 for 3 years</p>
<p>8.2 Enhances effective communication</p> <p>8.6. Enhances URCSA.'s voice in the public sphere.</p> <p>8.7. Builds communication capacity of URCSA.</p>	<p>a. Uses a variety of communication vehicles inter alia one-on-one conversations, small group presentations, speeches, academic articles, e-mails, church newspaper, church publications (URCSA News), letters to the editor in the local/ national media or in other publications, press statements, more general media outreach, meetings, symposia multi-media i.e. Facebook</p>	<p>a. A solid communications strategy will serve as the framework that will help URCSA to achieve the overall organisational objectives.</p> <p>b. Helps URCSA to build reliable, sustainable partnerships local and abroad .</p> <p>c. Enhances networking, communication with partners local</p>	<p><b>Meetings:</b> <b>Travelling cost</b> of the members of SMPCA 7 members x R5000,00 = R35 000,00 x 3 meetings = R105 000 00 per annum</p> <p><b>Accommodation</b> 7 members x 2 nights x R1000,00 x 3 meetings</p>



	<p>page, interactive webpage, radio, TV, internet access for all local congregations, bulk SMS, etc.</p> <p>b. Use media i.e. URCSA News to promote local congregational, Regional Synod's and General Synod's events, statements of URCSA local and global. Involves SMPCA in the statements issued by General Synod. Reallocate the URCSA News Office to the Northern Synod Office in Mamelodi Distribution of URCSA News or the head office of URCSA. Restructuring of staff of URCSA: Appoint part time editor for URCSA News who will function as communications head of URCSA. Appoint a webmaster Appoint task team members with knowledge of IT</p> <p>c. Centralises archives of URCSA.</p> <p>d. Publishes the Yearbook of URCSA on annual basis.</p> <p>e. Safeguards URCSA cooperate identity through the centralising of the purchasing and producing of memorabilia and patenting the logo of URCSA.</p>	<p>and abroad (i.e. UPCB), Regional Synods, ministries and congregations).</p> <p>d. Enhances visibility will boost URCSA's advocacy and fundraising activities.</p> <p>e. Increases URCSA's public voice through publications, conference presentations, position papers</p> <p>f. Enhances URCSA's cooperate identity.</p>	<p>=R42 000,00 per annum Cost R 147,000,00 per annum R441,000,00 per 3 years</p> <p><b>Staff:</b> Part time editor R175 000,00 per annum Part time Admin clerk = R72 000,00 per annum Webmaster R36 000,00 per annum Total cost: R283 000,00 per annum R849 000,00 for 3 years</p> <p><b>Publication:</b> URCSA News , year book = R 60 000,00 per annum R180 00, 00 for 3 years</p>
<b>Total Cost</b>			<p><b>R1 065 000,00 per annum</b> <b>R3 195 ,000,00 for 3 years</b></p>

**Role players:** Moderamen, SMFM, SMPCA, SMJM, SMFA part time editor, webmaster, general secretary, property developer