

**UPCSA STRATEGIC PLAN FOR 5 YEARS**

**STRATEGIC GUIDELINES**

- I. The UPCSА will be a Missional Church
- II. The UPCSА will have mission oriented and holistically developed ministry
- III. The UPCSА will promote the equality of all its members and congregations
- IV. The UPCSА be welcoming to all, especially the youth
- V. The UPCSА will reflect the demographics of its membership at all decision making levels and forums
- VI. The UPCSА will have cohesive, efficient and effective administration
- VII. The UPCSА will be financially sustainable
- VIII. The UPCSА will promote a positive image and raise its profile
- IX. The UPCSА will be a reconciled Church

Serial No	UPCSA STRATEGIC PLAN					
	How	When	Who/Which	Where	Outcomes and Indicators	Identified Challenges/Risks
	<b>Strategic Guideline 1: The UPCSА will be a Missional Church</b>					
1	Produce and disseminate material that defines a common concept of being “Missional” in line with Ephesians 4 (Apostles, Prophets, Evangelists, Shepherds and Teachers - APEST), and cast a compelling vision as to what a missional congregation/ church looks like. (Study Documents. Process Tools. Month long themes. etc)	Oct 2016 - as this is the all-important foundation to everything else. Dissemination of the information by Jul 2017.	Mission & Discipleship and Church & Society Committees to generate the material. Then Moderator, GS, Communications Committee, Presbyteries, Associations, Sessions to market.	Congregations Presbytery Associations Assembly The World!!	<ol style="list-style-type: none"> <li>1. A compelling vision to guide and inspire us.</li> <li>2. A guiding document defining the UPCSА common approach to being missional.</li> <li>3. A common point of departure and understanding of what a “missional church” concept entails.</li> <li>4. There will be a unity of purpose and effort towards the establishment of missional congregations, thus contributing to the UPCSА being a missional</li> </ol>	<ul style="list-style-type: none"> <li>• Fear of change</li> <li>• Resistance of key leaders</li> <li>• Lack of ownership</li> <li>• Inertia</li> <li>• Resistance to change</li> <li>• Traditionalism</li> <li>• Poor execution</li> </ul>

					church.	
2	Promote the understanding of the resources we have and avail them to the whole church. (Financial, People, Skills, Experience, etc). Enable the understanding through the production and dissemination of relevant material. (Rom.15:26-27)	Oct 2016 and ongoing	Mission & Discipleship and Church & Society Committees to start and co-opt	Whole Denomination	<ol style="list-style-type: none"> <li>1. There will be a great appreciation and effective utilisation of the resources.</li> <li>2. Develop a mindset that encourages the “cross pollination” of skills and sharing.</li> <li>3. A greater awareness of each other (needs and resources)</li> <li>4. A data base of resources (human and non-human) that can be utilised for the edification of the church.</li> <li>5. A guide to the appreciation and effective utilisation of the resources will be produced.</li> </ol>	<ul style="list-style-type: none"> <li>• Undervalue what we have</li> <li>• Suspicion</li> <li>• Lack of Transparency</li> <li>• Lack of Clarity of Purpose</li> </ul>
3	Affirm, equip and strengthen congregations as being the primary focus for mission. (Move from a pyramid of upward hierarchical focus to an inverted pyramid of downward hierarchical focus).	Oct 2016 and ongoing	General Secretary & Moderator Finance Committee & other General Assembly Committees	Whole Denomination	<ol style="list-style-type: none"> <li>1. GA staff and officials will continue to and increasingly affirm and demonstrate passionate interest in the mission of the church as expressed “on the ground” in local congregations.</li> <li>2. GA staff and officials will continue to and increasingly assist congregations in the areas of denomination and government admin (e.g. tax etc) requirements.</li> <li>3. Congregations will be well equipped for mission.</li> <li>4. A climate of sharing missional successes will be promoted (rather than onerous reporting)</li> </ol>	<ul style="list-style-type: none"> <li>• Failure to bring positive feedback</li> <li>• Balancing the practical need for information and compliance with the danger of overloading congregations with reporting and administrative tasks)</li> </ul>
<b>Strategic Guideline 2: The UPCSA will have mission oriented and holistically developed ministry</b>						

4	Promote the paradigm shift of ministry from minister centeredness to congregation focus.	Jan 2017 and ongoing	Ministry and Mission & Discipleship Committees, Ministers and Church leadership	Congregations Presbyteries, Learning Institutions, Post Academic Training phase,	<ol style="list-style-type: none"> <li>1. Congregations are the primary focus for ministry.</li> <li>2. Ministers are better equipped to be entrepreneurial and facilitating in ministry.</li> <li>3. The role of minister as facilitator and “unleasher” is emphasised</li> <li>4. The full spectrum of Eph.4 gifts are celebrated in the life of the Denomination.</li> <li>5. The importance and value of the Order of Lay Ministries (OLM) and CDE's is appreciated.</li> </ol>	<ul style="list-style-type: none"> <li>• Resistance to change</li> <li>• Feeling of being unsettled.</li> <li>• Ministers’ fears (a loss of value, unclear purpose and perceived loss of influence/ control.)</li> </ul>
5	Design the courses/ programmes and/or introduce the available courses/ programmes that equip and empower the ministry for mission and ensure that the programmes are accredited. Encourage the full use of the courses/programmes.	Jan 2017 and ongoing	Ministry Committee, Mission & Discipleship Committee, OLM (which is doing some of this already)	Presbyteries, Congregations, Learning Institutions	<ol style="list-style-type: none"> <li>1. The specific programmes will be detailed and made accessible to all, so that the membership of the UPCSA becomes more mission oriented.</li> <li>2. Accreditation will be explored with the relevant institutions.</li> </ol>	<ul style="list-style-type: none"> <li>• Resistance to change</li> <li>• Lack of passion</li> <li>• Failure to obtain accreditation</li> <li>• Lack of creativity</li> </ul>
6	Design courses/programmes that will promote the diversification of skills and training, especially practical skills, for the ministerial students.	Jan 2017 and ongoing	Ministry Committee, OLM, Ministers and Congregations	Presbyteries, Congregations, Learning Institutions,	<ol style="list-style-type: none"> <li>1. Ministers will be multi skilled as a result of the designed courses/ programmes.</li> </ol>	<ul style="list-style-type: none"> <li>• Resistance to change</li> <li>• Lack of passion</li> </ul>
7	Institute cross cultural vocational placement.	Jan 2017 and ongoing	Ministry Committee,	Congregations	<ol style="list-style-type: none"> <li>1. Every student will get an opportunity to be in an</li> </ol>	<ul style="list-style-type: none"> <li>• Fear</li> <li>• Resistance to embrace</li> </ul>

			Ministers and Congregations		environment that is totally different to his/her origin.	diversity
<b>Strategic Guideline 3: The UPCSА will promote the equality of all its members and congregations</b>						
8	Set up a Task Team to investigate and recommend how to address the inequalities experienced in Ministry and as a result of the transnationality of the UPCSА.	Oct 2016	Ministry Committee and General Secretary to appoint a task team.	Particular focus on ministers and then the broader church	<ol style="list-style-type: none"> <li>1. Plans will be put in place to address inequalities.</li> <li>2. A Task Team will be established to investigate and recommend how to address all forms of inequalities.</li> </ol>	<ul style="list-style-type: none"> <li>• Move too slowly</li> <li>• Move too quickly</li> <li>• Not representative</li> <li>• Failure to listen</li> <li>• Money</li> </ul>
9	Develop a mechanism to facilitate meaningful encounters and discussion forums throughout the church to address the equality concerns around race, tribe, culture, etc... (It has long been demonstrated that face to face encounter and discussion is the only measure that has lasting effects.)	Oct 2016 and ongoing	Church and Society Committee	Whole Church	<ol style="list-style-type: none"> <li>1. Meaningful encounters and discussions will take place.</li> <li>2. Resources (like discussion guides and weekend programmes) will be provided to assist meaningful encounters and discussion at all levels</li> <li>3. A climate of listening and learning should be created.</li> <li>4. There will be dialogue throughout the UPCSА.</li> </ol>	<ul style="list-style-type: none"> <li>• Fear</li> <li>• Resistance to change</li> <li>• Denialism</li> </ul>
10	Explore and institute Alternate Models of Ministry (including ways to bring ministry to all congregations without demeaning grants – sharing resources.)	Ongoing First report in 2017 Executive Commission	Ministry Committee & M&D	Whole Church	<ol style="list-style-type: none"> <li>1. A document on alternative forms of ministry produced and once approved by the General Assembly/Executive Commission implemented.</li> <li>2. Create an awareness that every congregation has a seat around the family table so that resources can be shared in ways that are not demeaning.</li> <li>3. Every congregation should have effective ministry</li> </ol>	<ul style="list-style-type: none"> <li>• Resistance to change</li> <li>• Fear of letting go</li> </ul>

Strategic Guideline 4: The UPCSA be welcoming (radically inclusive) to all, especially the youth						
11	Promote inclusivity and emphasise the radically inclusive nature of the Gospel.	Jul 2017 and ongoing	Faith and Order Committee Church and Society Committee General Secretary	Whole Church	<ol style="list-style-type: none"> <li>1. A culture of inclusivity will be inculcated, thus ensuring an inclusive UPCSA.</li> <li>2. A plan will be put in place to ensure that the UPCSA promotes inclusivity.</li> <li>3. Material (in the form of group bible studies and sermon outlines) be generated to further an awareness of these needs.</li> </ol>	<ul style="list-style-type: none"> <li>• Resistance to change</li> <li>• Divergent hermeneutical approaches</li> </ul>
12	Expedite the rolling out of the seven ministries, as per the resolution of the 2015 Executive Commission, namely: <ol style="list-style-type: none"> <li>1. Ministers' Welfare and Development,</li> <li>2. People with Disabilities,</li> <li>3. Eco justice,</li> <li>4. Men,</li> <li>5. Women,</li> <li>6. Youth, and</li> <li>7. Children.</li> </ol>	Jul 2017 and ongoing	General Secretary, Church and Society Committee, Mission and Discipleship Committee, Faith and Order Committee (For liturgy)	Whole Church	<ol style="list-style-type: none"> <li>1. Along with Mission, Vision and Priorities these seven areas will be adopted as areas of emphasis and need.</li> <li>2. There will be a greater awareness of the needs within the seven areas of ministry.</li> <li>3. Presbyteries and Congregations will become deeply aware of the challenges faced in these areas.</li> <li>4. Ad hoc committees and events will arise from time to time to address one or more of these areas.</li> </ol>	<ul style="list-style-type: none"> <li>• Resistance to change</li> <li>• Leadership and management dearth</li> </ul>
13	Pursue the initiative of the Inclusive Youth Ministry that was held in January 2015 and encourage the reflection on the material that was produced there.	Oct 2016 and ongoing	General Secretary and the Youth and some representatives of the wider work of the church	Youth and whole church	<ol style="list-style-type: none"> <li>1. An effective and dynamic Inclusive Youth Ministry.</li> <li>2. An action plan be proposed by the GS, Youth and Wider Church Reps based on the report.</li> <li>3. A follow-up event is arranged for the beginning of 2018.</li> </ol>	<ul style="list-style-type: none"> <li>• Failure to listen</li> <li>• Load of the General Secretary</li> </ul>
14	Encourage/Urge/Instruct our structures/services to include our youth at all	July 2017 and ongoing	Mission & Discipleship, Education &	Whole Church	<ol style="list-style-type: none"> <li>1. Membership of every structure will include the young people.</li> <li>2. Ministers and Congregations</li> </ol>	<ul style="list-style-type: none"> <li>• Resistance to Change</li> <li>• Fear of losing the "Presbyterian" way</li> </ul>

	levels.		Training, Church Associations		will consider the youth in planning the style of worship services and those who participate in them.	
<b>Strategic Guideline 5: The UPCSА will reflect the demographics of its membership at all decision making levels and forums</b>						
15	Promote maximum participation of all members by simplifying the decision making processes.	Ongoing	General Assembly, Presbyteries, Congregations, Church Associations	The whole denomination	<ol style="list-style-type: none"> <li>1. Commissioners to Presbyteries and General Assembly/Executive Commission will have fair knowledge of the decision making processes.</li> <li>2. There will be user-friendly decision making processes.</li> <li>3. Commissioners to the Presbytery and General Assembly Council meetings will be orientated adequately on the decision making processes.</li> </ol>	<ul style="list-style-type: none"> <li>• Leadership and management dearth</li> <li>• Unwillingness to impart knowledge</li> <li>• Resistance to learn</li> </ul>
16	Develop leadership and management development programmes, with specific emphasis on women and youth development.	Jan 2017 and ongoing	General Assembly, Presbyteries, Congregations, Church Associations	The whole denomination	<ol style="list-style-type: none"> <li>1. Women and youth will take leadership positions with confidence.</li> <li>2. Leadership and management development programmes will be developed.</li> </ol>	<ul style="list-style-type: none"> <li>• Lack of trainers</li> <li>• Lack of initiative</li> <li>• Traditional stereotypes</li> </ul>
17	Structure the General Assembly Committees to be reflective of the demographics. This must be balanced with #29	Ongoing	Nominations Committee	General Assembly	1. General Assembly Committees will reflect the demographics of the UPCSА.	<ul style="list-style-type: none"> <li>• Unwillingness to serve</li> <li>• Restricted number of members per Committee.</li> <li>• The need for certain skills on committees.</li> </ul>
<b>Strategic Guideline 6: The UPCSА will have cohesive, efficient and effective administration</b>						
<b>Strategic Guideline 7: The UPCSА will be financially sustainable</b>						

18	Provide capacity building and training for the congregations through workshops for all office bearers.	Dec 2017 and ongoing	Presbytery Officials, CFO, and Congregational officials	At every Congregation	<ol style="list-style-type: none"> <li>1. Leadership and management in every congregation will be capacitated to perform according to the expectations.</li> <li>2. Every leader/manager will understand his/her roles.</li> <li>3. Proper governance will be instilled.</li> </ol>	<ul style="list-style-type: none"> <li>• Money</li> <li>• Time</li> <li>• Lack of skilled people to do the training and capacity building</li> <li>• Non-availability of trainers</li> <li>• Difficulty to produce training material</li> <li>• Treasurers, Ministers or others not having the required skill set.</li> </ul>
19	Empowering Presbyteries through workshops with presbyteries officials.	Dec 2017 and ongoing	General Treasurer, CFO, General Secretary, Clerk of the General Assembly and members of the GA Finance Committee	At Presbytery meetings  OR a venue (Church) in the Presbytery where people could attend	<ol style="list-style-type: none"> <li>1. Presbytery leadership and management teams will possess the requisite knowledge, skills and attitude to perform their tasks effectively and efficiently.</li> <li>2. Every leader/manager will understand his/her roles.</li> <li>3. Proper governance will be instilled.</li> </ol>	<ul style="list-style-type: none"> <li>• Money</li> <li>• Time</li> <li>• Skilled people to do the training and capacity building</li> <li>• Non-availability of trainers</li> <li>• Difficulty to produce training material</li> <li>• Treasurers, Ministers or others not having the required skill set.</li> </ul>
20	Promote accountability: set effective and user-friendly accounting measures; determine clear reporting guidelines and timeframes; disseminate relevant information timeously on a monthly, quarterly and	Jul 2017 and ongoing	General Treasurer, CFO, General Secretary, Clerk of the General Assembly, Presbytery Officials	All Presbyteries	<ol style="list-style-type: none"> <li>1. There will be clearly laid out accounting procedures and reporting guidelines.</li> <li>2. There will be a free flow of and easy access to relevant information.</li> <li>3. Performance will be measured and optimised.</li> </ol>	<ul style="list-style-type: none"> <li>• Resistance to account – leading to resignations and difficulty to find a suitable and available replacement.</li> <li>• Inconsistency with regards to accountability across</li> </ul>

	annual basis to all relevant role players; and optimise performance through regular follow ups and individualised assistance.					<p>the UPCSA</p> <ul style="list-style-type: none"> <li>• Not having sufficient skilled people to actually do the work.</li> </ul>
21	Revisit the Job Description of the Administrators as defined in the Manual of Faith and Order and encourage all Presbyteries to have full time administrators to alleviate pressure from the Presbytery Clerks.	Dec 2017	General Treasurer, CFO, General Secretary, Clerk of the General Assembly,	All Presbyteries	<ol style="list-style-type: none"> <li>1. Effective and efficient administration in the Presbyteries.</li> <li>2. Each Presbytery will have an administrator.</li> </ol>	<ul style="list-style-type: none"> <li>• Money</li> <li>• Skills dearth</li> <li>• Not having sufficient skilled people to actually do the work.</li> </ul>
22	Dedicate the February Presbytery Council meetings to the administrative work, including and not limited to receiving reports on the life and work of the congregations, ministers' welfare, registration and insurances of properties, statistics (roll of members and other essentials matters for reporting), financial statements (for the congregations whose financial year ends in December. For those whose year ends in June these can be received in August meetings); prepare General	From Feb 2017 and ongoing	CFO, Clerk of the General Assembly, General Secretary, Presbytery Officials Session Clerks	All Presbyteries	<ol style="list-style-type: none"> <li>1. Every Presbytery will have a full picture of the state of affairs in every congregation.</li> <li>2. Congregational challenges will be addressed before they become endemic.</li> <li>3. Ministers' welfare will be prioritised.</li> <li>4. By the end of February, every Presbytery will submit all the requirements for the General Assembly/Executive Commission to the Central Office.</li> <li>5. <b><u>There will be updated records of statistics and of the life and work of the church.</u></b></li> </ol>	<ul style="list-style-type: none"> <li>• Disunity</li> <li>• Lack of respect for procedures</li> <li>• Lack of teamwork/ spirit</li> <li>• Individualism/egoism</li> </ul>



	Assembly/Executive Commission requirements.					
23	Integrate and work with the Church Associations (where they exist) in the leadership, management and administration at all the levels.	Jul 2017 and ongoing	General Secretary, CFO, General Assembly Committees, Presbytery Officials, Sessions	All levels of the Church	1. Church Associations will be an integral part of the life and work of the denomination at all the levels.	<ul style="list-style-type: none"> <li>• Resistance to change</li> <li>• Earning trust from associations</li> <li>• Distance / travelling</li> </ul>
24	Promote dialogue among conveners of the General Assembly Committees, so as to avoid duplication of work and to achieve complementarity and synergy.	Oct 2016 and ongoing	Moderator, General Secretary, Priorities & Resources Committee Clerk of Assembly, all Conveners	General Assembly/ Executive Commission, Presbytery Meetings, and all other Committee Meetings	<ol style="list-style-type: none"> <li>1. General Assembly Committees will complement each other and achieve synergy.</li> <li>2. No individual will be bigger than others and no committee will domineer others.</li> </ol>	<ul style="list-style-type: none"> <li>• Individualism and egoism</li> <li>• Degeneration of committees into cabals and fiefdoms</li> </ul>
25	Establish an effective, inclusive and user-friendly budgeting process and ensure appropriate allocation of funds.	From Oct 2016 and ongoing.	General Treasurer, CFO, General Assembly Committees' Conveners	Budget Meetings, and through regular financial reporting	<ol style="list-style-type: none"> <li>1. Every GA Committee Convener will have a fair understanding of the budgeting process and of the financial management principles.</li> <li>2. This will cascade to all the levels and structures of the church.</li> </ol>	<ul style="list-style-type: none"> <li>• Inability of people to understand numbers</li> <li>• Inability of people to practice zero-based budgeting.</li> <li>• Being unable to reduce the expenses where needed.</li> </ul>
26	Promote efficiency in the digital age by making use of cloud technology (storage) and storing of all documents in one central place; using technology for meetings, such as Skype,	Jul 2017	Everyone	All meetings and communications	<ol style="list-style-type: none"> <li>1. There will be easy, timeous and more reliable communication system.</li> <li>2. Participants will have technology equipment.</li> <li>3. Printing will be limited drastically.</li> </ol>	<ul style="list-style-type: none"> <li>• Need for protecting personal information</li> <li>• Cost of technology</li> <li>• Skills to use technology</li> <li>• Network and infrastructure resources in outlying</li> </ul>

	thus reducing travelling costs; and using laptops and tablets in meetings to view documents, as opposed to printing.					areas.
27	Ensuring congregations and Presbyteries comply with the paying of ministers' emoluments on a monthly basis.	Ongoing	Presbytery Treasurers, Presbytery Clerk, CFO, Central Office Accountant	Presbytery Meetings. Finance Committee Meetings	<ol style="list-style-type: none"> <li>1. All ministers will receive their emoluments every month and should have pay slips (Payment/Salary Advice).</li> <li>2. Regular reports (and proof of payment) submitted to both Presbytery and Central Office by congregations.</li> </ol>	<ul style="list-style-type: none"> <li>• Time and resources to monitor</li> <li>• Lack of punitive measures for noncompliance.</li> <li>• Lack of transparency from the Congregations and the Ministers.</li> </ul>
28	Ensuring all Congregations are compliant with all legal aspects of running an office, especially those of SARS.	Jul 2017 and ongoing	General Treasurer, CFO, Central Office Accountant	Congregations, Presbyteries	<ol style="list-style-type: none"> <li>1. The Congregations will be compliant with the legal requirements</li> <li>2. There will be a list of all the legal requirements that each congregation has to comply with.</li> <li>3. Annual reports that will be submitted in the February Presbytery meetings will reveal the status of each congregation.</li> </ol>	<ul style="list-style-type: none"> <li>• Lack of commitment for congregations to comply with legislation</li> <li>• No punitive measures in place</li> <li>• Treasurers, Ministers or others not having the required skill set.</li> </ul>
29	Develop a Nominations Policy for the denomination that will ensure that people are utilised effectively and commensurate with their expertise and experiences. (This must be balanced with #17)	Jul 2017 and ongoing	Priorities and Resources Committee	General Assembly, Synods, Presbyteries, Congregations, Church Associations	<ol style="list-style-type: none"> <li>1. People will be utilised in accordance with their expertise and experiences.</li> <li>2. A Nominations Policy will be developed.</li> </ol>	<ul style="list-style-type: none"> <li>• Resistance to change</li> <li>• Unwillingness of people to serve in the structures.</li> </ul>

<b>Strategic Guideline 8: The UPCSА will promote a positive image and raise its profile</b>						
30	Encourage the instilling of the values of the UPCSА within the membership, starting with the ministers, so as to achieve unity.	Ongoing	Moderator, General Secretary, Ministers and the church leadership at all levels	The whole denomination	1. The values of the UPCSА will be espoused at all the levels.	<ul style="list-style-type: none"> <li>• Resistance to Change</li> <li>• Unwillingness to be a team player</li> </ul>
31	Institutionalising a robust communications system that considers all the available resources.	Jul 2017 and ongoing	Communications Committee, General Secretary, GA Clerk, GA Committees Conveners All Presbyteries and Congregations	The whole denomination	1. The UPCSА members will know what is happening in the church. 2. A communications policy will be developed. 3. All available and relevant communications resources and channels will be utilised.	<ul style="list-style-type: none"> <li>• Lack of access to technology connections</li> <li>• Lack of communication skills</li> <li>• Costs</li> </ul>
32	Encourage the ministers and all the Church structures, especially the associations to optimise the resources, opportunities and channels available for the promotion of the UPCSА.	Ongoing	Communications Committee, General Secretary, GA Clerk, GA Committees Conveners All Presbyteries Congregations and Church	The whole denomination	1. There will be more appreciation of the UPCSА by its members and better coverage for the UPCSА's reputation. 2. Ministers will inform the office when their services/sermons are to be broadcast on any channel, so that the same may be communicated with all.	<ul style="list-style-type: none"> <li>• Operating in silos</li> <li>• Individualism/ Congregationalism</li> </ul>
<b>Strategic Guideline 9: The UPCSА will be a reconciled Church</b>						
33	Establish a plan to promote dialogue and meaningful	Jan 2017 and ongoing	General Secretary and Church &	Assembly, Synods,	1. People will talk openly on church issues.	<ul style="list-style-type: none"> <li>• Fear</li> <li>• Resistance to change</li> </ul>

	encounters. (This is aligned with How#9)		Society Committee	Presbytery, Congregations, Associations	2. A plan to promote dialogue will be put in place. 3. Take note of the outcomes at #9 too.	
34	Introduce and utilise a mediation process.	Jan 2017 and ongoing	General Secretary, AARP and Faith & Order Committee.	Assembly, Presbytery, Congregations, Associations	1. Mediation process as a tool to resolve stalemates will be in place. 2. Some issues will be addressed via the mediation process before the legal route is considered.	<ul style="list-style-type: none"> <li>• Resistance to change</li> </ul>
35	Encourage Presbyteries to have team-building exercises.	Jan 2017 and ongoing	General Secretary, Moderator and Presbytery Officials	All Presbyteries and Congregations	1. Strong and dynamic Presbyteries. 2. Resources for Team-building will be sourced and/or developed. 2. Presbyteries will have at least one team building session per year.	<ul style="list-style-type: none"> <li>• Individualism/egoism</li> <li>• Lack of team spirit</li> </ul>
36	Develop programmes to address the pain that emanates from our transnational situation.	Ongoing	General Secretary and all	Whole Denomination	1. A church not confined by national borders and membership not constrained by citizenship. 2. A process to promote the transnational character of the UPCSA will be followed.	<ul style="list-style-type: none"> <li>• Nationalism</li> <li>• Fear</li> </ul>

### **RISK MANAGEMENT/ABATEMENT PLAN – ADDRESSING THE CHALLENGES**

After the approval of the Strategic Plan by the General Assembly, there will be an exercise to do a comprehensive risk management/abatement plan. In general, every effort will be made to address the challenges and the risks that have been identified in this plan.

- This will be presented to the leadership and management of the church at all levels.
- Every member and structure of the UPCSA will be implored to support the plan and thus reduce the risk of resistance to and the fear of change.
- The ministers and members of the church will be encouraged to avail their God given talents and competences towards the edification of the UPCSA.
- Capacity development programmes will be put in place, including workshops and short courses, so that people may perform the duties assigned to them with confidence.
- The Central Office will have mechanisms to receive and channel inquiries accordingly, and to assist immensely towards the implementation of the plan.
- The Monitoring and Evaluation process will be in place to help identify those areas that need more attention.