



**ORGANISATIONAL  
REPORT 2015/16  
YEAR-2**

July 14

**2016**

Living courageously means redefining and living out our Core Values as the BMC. The fundamental life principles we hold most dearly that give meaning and direction to our life as BMC Collective like truth, justice and integrity. Every BMC member, disciple, leader has a responsibility to contribute meaningfully for the BMC to be organisationally effective through visibility in:- i) Deepening BMC Programmes Content (Subject Matter Experts) ; ii) Learning to Master and understand our own Context per district; iii) Unquestionable Commitment to the cause (sharing of values and goals) ; iv) Capacity building and empowerment as well as v) Naturing partnerships that work through coalitions, joint ventures and collaborative interventions.

***41st BMC  
Annual  
Convocation -  
"Living  
Courageously:  
Re-imagining  
Our Future"***



The Chairperson – Reverend Mzwandile Molo

Entire Executive Team – Ms Nokuzola Mbangula, recording secretary and Ms Buhle Sigabi in the Treasury;  
Previous BMC Executives and leadership, forebears and elders present – we salute leaders who do not exit the room when no longer occupying the head table but continue to nurture those who follow through mentorship, coaching, in the nuts and bolts, systems and process ensuring the conveyor belt is running; a culture worth emulating ...

MCSA Leaders – Bishops, Bishops 'elect', District Vice Chairs, WM leaders, YWM, YMG, LPA leaders and Youth Unit

Ministers and spouses

Mothers and Fathers

All District Executives

The Standing Task Team (Technical Working Groups) and their conveners

All members of the BMC

Brothers and Sisters in Christ

Warm greetings to you all, in the wonderful name of Jesus, the risen Saviour who continues to be the light and hope of the world despite all the darkness that surrounds and threatens to engulf every institution including the Church of God and this very BMC; we gain courage from American author Marianne Williamson from her book *A Return to Love* (1992): Reflections on the Principles of a Course in Miracles. She wrote:

"...Our deepest fear is not that we are inadequate.

Our deepest fear is that we are powerful beyond measure.

It is our light, not our darkness that most frightens us.

We ask ourselves, Who am I to be brilliant, gorgeous, talented, fabulous?

Actually, who are you not to be?

You are a child of God.

Your playing small does not serve the world.

There is nothing enlightened about shrinking so that other people won't feel insecure around you.

*We are all meant to shine, as children do.*

*We were born to make manifest the glory of God that is within us.*

*It's not just in some of us; it's in everyone.*

*And as we let our own light shine, we unconsciously give other people permission to do the same.*

*As we are liberated from our own fear, our presence automatically liberates others."*

I am rising to present BMC Organisational Report for the period July 2015 until June 2016 in this 41<sup>st</sup> BMC assembly, gathered at Natal Coastal District under the theme “Living Courageously: Re-imagining Our Future” as based on the text Esther 4: 9-17.

The theme is the call to consider why God has put us where we are as the BMC, various leaders in our own ranks and capacity and multiplicity of agencies lay, ordained and work as a particular opportunity to serve God and our generation, taking care that this opportunity does not slip through our fingers ... it must be viewed as integral to Gods divine providence.

I hear that this message and call through the Chairperson, is premised and rooted in the knowledge that God is in Charge, ultimately his master plan for our lives individually and as a collective will be fulfilled through divine providence. This knowledge ‘oku kwazi, Psalm 139:6 - Such knowledge is too wonderful for me, too lofty for me to attain’

Yet Living Courageously and Re-imagining Our Future is in this fundamental truth, God is in Charge, ultimately his master plan for our lives individually and as a collective will be fulfilled through divine providence. Simply put if the BMC does not rise to the call to *“Transform the MCSA into a truly African Church by challenging the Eurocentric power structure, ethos and practices of the MCSA, and equipping Black Methodists to contribute meaningfully and actively in the MCSA given the context of Africans”* then this deliverance of transformation will come from somewhere else ..., perhaps in the balconies of contending voices for power, influence and self-positioning.

**Living courageously** – therefore means redefining, living out our Core Values as the BMC. The fundamental life principles we hold most dearly that give meaning and direction to our life as BMC Collective: ***African Theology, Black Consciousness, Black Theology, Consultative, Empowerment, Excellence, Fairness, Inclusiveness, Influential, Integrity, Intellectual, Justice, Proactive, Prophetic, Responsive , Strategic, Transformative, Truth ... etc.***

Knowing and living by our core values gives us the confidence to say no to fear, no to disinformation, no to disempowerment, marginalisation, isolation and labelling of those who speaks the truth to power; we say Yes to the BMC Existence and Effectiveness — for we know who we are to God, we know what is important to us as a collective, and where we are going, nothing will deter us from the resolve to shift sands like a wave on sea shores for the benefit of all Gods people.

This report engages organisational effectiveness of the BMC, identifies the criteria for assessing and measuring organisational effectiveness and analysis thereof, growth of the BMC movement as reflected in numbers, knowledge management and institutional memory for the BMC;

## **1. BMC'S QUEST TO BE EFFECTIVE ORGANISATIONALLY**

Organisations and movements such as the BMC exist all over Africa and worldwide. Organisations are formed and formalised by people for as long as they have led settled lives, armies and bureaucracies of kings and monarchs are organisations so are the Churches and formations within the Churches like the BMC are organisations.

The features of the organisations of antiquity include, a hierarchy of leadership or management, symbols of rank and position, functional areas charged with undertaking specialised tasks and, on the behavioural side key feature of organisations is the development of a common culture associated with the sharing of values and goals. No civilisation ever became great without being organised examples are illustrious in the 19<sup>th</sup> and 20<sup>th</sup> centuries like the Roman Empire, China, etc

The dilemma of how to identify a 'successful' organisation is no easy task given wide range of issues faced by organisations, however for the BMC to continue to exist, BMC must be organisationally effective. Every BMC member, disciple, leader has a responsibility to contribute meaningfully for the BMC to be effective.

The required meaningful contributions for the BMC to be effective should be visible in:- i) BMC Programmes Content (Subject Matter Experts) ; ii) Mastering understanding of our own Context; iii) Unquestionable Commitment to the cause (sharing of values and goals) ; iv) Capacity building and empowerment as well as v) Naturing partnerships that work through coalitions, joint ventures and collaborative interventions. This reports to further un-package the envisaged meaningful contributions as enablers of organizational effectiveness under the BMC IMPLEMENTATION PLAN & MATRIX 2015 ONWARDS and key deliverables.

In answering the question of what makes organisations effective one of the answers is an appropriate organisational structure. The manner in which BMC recruits and or attracts membership at grassroots, elects its own leadership crosscutting various levels of the MCSA structure from Society, Circuits, Districts and Connexionally; definition of roles and relationships is an important determinant in whether BMC as an organisation is successful or not, effective or not.

The BMC IMPLEMENTATION PLAN & MATRIX 2015 ONWARDS and key deliverables further engages and seeks to clarify BMC structures that would lead to, or improve organizational effectiveness.

### **Status Quo – BMC Organisational Effectiveness**

BMC in its current form is structurally weak, despite the November 2014 Lekgotla and its byproduct, i.e. BMC IMPLEMENTATION PLAN & MATRIX 2015 ONWARDS. The Lekgotla without a shadow of doubt had diagnosed the Strategy and Structural challenges faced by the BMC, then issued a prescription relevant to the diagnosis as documented 'BMC IMPLEMENTATION PLAN & MATRIX 2015 ONWARDS'.

The question then that naturally arises if as a collective of people that form the BMC as an organisation have defined the problems and selected appropriate solutions 'Why and where is the BMC structurally weak'. The glimpse of answers is located in examining the actions of individual members in various fields of study such as leadership, motivation, teamwork, organisational culture and organizational change.

### Where are we? “Living Courageously: Re-imagining Our Future”

- I. **Lacking and or inadequate leadership where and when it matters the most (At Circuits and Districts)** as illustrated by the absence of ground swelling that ensures sprouting of new leaf through implementation; in implementation results are miraculous ..., perhaps of similar magnitude to the divine appointment of Aaron:
  - Numbers 17:8-13 while all the other rods remained as they were. Aaron's rod became a living branch. In some places there were buds, in others blossoms, in others fruit, at the same time; all this was miraculous. Thus Aaron was manifested to be under the special blessing of Heaven.
  - **Fruitfulness is the best evidence of a Divine call;** and the plants of God's setting, and the boughs cut off them, will flourish;
  - **District BMC's and Circuits, Live courageously, be a living branch.**

Bossidy & Charan, 'Execution The Discipline Of Getting Things Done' (2002:15) states that “strategies mostly often fail because they aren't executed well. Things that are supposed to happen don't happen. Either the organisations aren't capable of making them happen, or the leaders of the business 'or organisation' misjudge the challenges their companies face in the business environment or both”.

BMC Organisational at Circuits and Districts levels lacks CAPACITY to make things happen and often misjudge and or ignore the CONTEXT.

In the 2014 November Lekgotla the former BMC Chairperson, Reverend VG Nyobole presenting the leverages of influence and success kept asking a constant but what I also considered nagging question to me ...throughout the presentation **“Does the BMC have what it takes?” “Does the BMC have the guts?”**

My analysis, The question “Does the BMC have what it takes?” “Does the BMC have the guts?” – this was a question of CAPACITY ... to make things happen, to do, to deliver, to create waves, to be a change agent, to be the change you wish to see

The question bothered me, the more it was asked repetitively purely from a Project Management viewpoint, in the construction language with scaffolding there is a constant reference to loadbearing capacity calculated in weights, kilograms and heights; then mathematics that inform mechanics becomes critical with inherent risk of collapse owing to miscalculations. While in the management sciences language, Monitoring and Evaluation in particular in defining the theory of change the results

log frame is clear that systems produce the results they are designed to produce, from inputs to outputs.

While no answer was provided to the question, question “Does the BMC have what it takes?” “Does the BMC have the guts?” – What was implied became explicit ... BMC Lacks Capacity to Implement own Programmes, Collective decisions and to live out courageously own value preposition. This narrative must radically intentionally change starting with individual BMC members and all BMC leaders.

The gap that exists between BMC’s aspirations and results is implementation. Thus simply doing what is agreed upon makes an organisation effective.

Therefore it follows natural that BMC, if it is to be effective must focus on implementation and outputs/results; use the collectively produced and adopted ‘BMC IMPLEMENTATION PLAN & MATRIX 2015 ONWARDS’.

**BMC TO BE EFFECTIVE – WE ARE CALLED TO LEADERSHIP FOR EXCELLENCE ENABLED BY THINKING BEYOND SELF, HERE AND NOW .... NO SPACE FOR INSTANTS GRATIFICATIONS**

To illustrate this call, Prof Xolela Mangcu in an article on *INSTITUTIONAL THINKING*, he states “when individuals enter institutions they begin to ‘think institutionally’. Prof Mangcu further states that, Hugh Heclo, author and former professor of government at Harvard, has described what it means to think institutionally as follows ...*“There is something estimable and decisive beyond me and my immediate personal inclinations. In approaching a major choice, the question is not: How can I get what I want?*

- “It is the duty-laden question that asks: What expectations and conduct are appropriate to my position and the choices I might make?
- “What is it larger than myself into which I am drawn?”

Now I ask,

***BMC Cadre and Leader What is it larger than yourselves into which you are drawn?***

Prof Xolela Mangcu in an article on *INSTITUTIONAL THINKING* continues to argue; “If Nelson Mandela had thought only for himself, he would have spent his life as a millionaire lawyer instead of a lone prisoner in a cold cell for three decades. If Steve Biko thought only about himself he would have spent his life coining it as a medical doctor instead of dying what Sydney Kentridge described as a “lonely death on a mat on a stone floor”.

Perhaps I could add the list with John Tengo Jabavu; Solomon Tshekisho Plaatje; Tiyo Soga and the 20,000 Women who marched to the Union Buildings in Pretoria to petition against the countries pass laws.

*All these people felt there was something larger than themselves.*

- II. **Motivation** – defined as a reason for acting or behaving in a particular manner. Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a task, role or subject, or to make an effort to attain a goal.

The levels of motivation to drive the implementation of BMC programmes at Circuits and District levels further renders the movement organizationally weak. There are districts that become organised for elections and or attending this July annual convocation. This narrative too must change for the BMC to be organizationally effective.

Motivation results from the interaction of both conscious and unconscious factors such as the i) the intensity of desire or need; ii) incentive or reward value of the goal; iii) expectations of individuals and peers. These factors are the reason one has for behaving in a certain way. In performance management there is a relationship between expectations and actual performance it is therefore important that all districts and circuit based BMC leadership expectations of performance are made explicit.

District executive officials who miss attending February General Committee meetings year on year are clearly challenged in grasping the BMC strategic leadership position and delivery models on various subject matters and fall short to account for own acts and omissions. As such the tendency is then to generate new ideas without implementing what is already agreed upon collectively.

- III. **Teamwork** – the combined actions of a group, teamwork is a crucial part of BMC core values it is teamwork that allows strategic influence, consultation and strategic leadership to flourish yielding to results. There seems to be an increase in clique's formations within districts, sensationally called factionalism. Allowed to thrive these clique formations render the BMC Organisationally weak. There are plenty of examples ranging from Bloemfontein versus Kimberly sectional/regional dynamics; Pretoria Central region versus Nelspruit sectional/regional dynamics; Johannesburg Central versus far west circuits; Port Elizabeth region versus small towns and peripheral by enlarge rural based circuits; Cape Town Metropolitan region versus peripheral by enlarge semi-rural based circuits; similar patterns exists in Umtata, Highveld and Northern Free State; Natal West Port Shepstone versus Pietermaritzburg regional dynamics ... same could be said of Natal Coastal where leadership often express difficulties to get all members to march to same orders and complete simply administrative responsibilities like commitment fees and cooperation with District Leadership. Independent countries within the length and breadth of the connexion like Swaziland; Mozambique; Botswana; Namibia and

Lesotho further adds to the said complexities for teamwork yet crucial to be managed for BMC to be organizationally effective.

Needless to say managing clique formations across the connexion is often further complicated by individual egos, dominant personalities, blame and suspicion of motives, diverse interests and the likes ... perhaps early to state this but to illustrate importance of teamwork in organisational effectiveness, *'in some districts there are members, who were actively BMC at one point or the other who would consciously actively support and champion a strategic position totally opposed to that of the BMC'* ...

***What an anomaly!***

IV. **Organisational Culture and Organisational Change** - all organisations need to change and adapt in order to remain effective. Organisational change could be either evolutionary or revolutionary, and planned or unplanned. I would argue that for the BMC to remain effective organizationally; BMC needs to engage on evolutionary planned changes. Illustrations few examples 'BMC IMPLEMENTATION PLAN & MATRIX 2015 ONWARDS':-

- Establishment ***BMC INCUBATORS/THINK TANKS*** on: EMMU; DEWCOM; TRUST & Properties; STRUCTURES, REVISION etc. These are syndicates that must lead thinking research and development in these various subject matters, then shape and structure the agenda of the BMC, thus elevating black thoughts thereby influencing the transformation agenda of the MCSA;
  - BMC Bursary Allocations need to be linked to BMC Strategy, i.e. Bursary recipients must write research papers, present them to the BMC demonstrating how their fields of studies contributes to the elevation of black thoughts and or African history in terms of Ministerial Formation, Doctrine, Ethics, Worship, Structures, Systems, Revisions, Polity, etc. Moreover continuation of funding should be hinged on the strength and quality of presented papers to the BMC;
  - I would argue that the blank cheque approach to Bursary Allocations needs to evolve, thus catalysing BMC investments for Transformative Growth – Bursary Recipients must be mandated to answer a question from the BMC through their research studies and present a paper in a school e.g. Liturgy & Worship
- The revival and encouragement of the discipline to think, write papers, debate and refine outputs and thought processes;
- Active strategic recruitment of MCSA official executive decision making members "NEW" e.g. Class Leaders, Society Stewards, Circuit and District Org. Executives, Cir Stewards; Superintendents;
- Through the depth of Programme Content – the BMC must evolve to be too relevant to be ignored; therefore the BMC must invest through research, development and actual resourcing



the deepening and implementation of its own Programme Content; ... I would argue that there are costs for BMC to be seen as simply philosophical yet disabled to implement and or to bring life through ideas.

## 2. MEMBERSHIP

<b>THE BMC FOOT PRINT – NUMERIC RETURNS</b>			
<b>DISTRICT</b>	<b>2015 COMMITMENTS</b>	<b>2014 COMMITMENTS</b>	<b>2013 COMMITMENTS</b>
Central	23	13	30
NFL	34	28	23
Natal West	48	19	13
Cape of Good Hope	19	20	0
Highveld and Swaziland	46	52	50
Clarkebury	17	18	23
KNB	36	0	41
Limpopo	65	19	41
Natal Coastal	80	76	77
Grahamstown	26	13	40
Queenstown	34	27	30
	<b>451</b>	<b>285</b>	<b>368</b>

Membership as expressed through commitment fees has increased year on year July 2014 versus July 2015 at 285 versus 451 respectively; while membership as expressed through Annual July Consultations registrations also increased from an average of 350 year on year to over 400.

We encourage all BMC Members to be active members from the Local Church in order to be active change agents as opposed to simply coming to the July Consultation.

### 3. INFORMATION MANAGEMENT

*Ensuring Effectiveness of Communication* – in the past year efforts have been made to improve communication by sending most circulars to the entire data base of the BMC; with few sent only to the Executives. This was deliberate so as to bridge the divide in information management and dissemination of information.

Your feedback remains crucial as to what has worked versus what did not work for you as members so that as the Secretariat we can continue to improve and to ensure communication is effective.

- Decisions were summarized into action plans with allocation of responsibilities
- Deadlines are set on communication
- Reminders also are sent from time to time.

**Digitalisation of the 40years BMC available information** underway aiming to archive the information digitally at Seth Mokitimi Methodist Seminary and Rhodes Univ, then analogues hardcopy scripts to be kept at Rhodes University.

**Historic BMC information donations welcomed** major gaps 1986 until 1996 in terms of Minutes while the need is also more for Chairpersons Addresses same period 1986 until 1996.

**Need to move and budget for BMC** Website hosting: [www.methodistbmc.yolasite.com](http://www.methodistbmc.yolasite.com) – dependence for updates renders it dysfunction. All districts should be able to post own content into the website.

**Activating BMC on Social Media** – follow BMC on Twitter Handle: [@ConnexionalBMC](https://twitter.com/ConnexionalBMC) ; also Search and Like BMC Facebook Page: [Connexional BMC](https://www.facebook.com/ConnexionalBMC). Districts are encouraged to delegate media and communications portfolio to capable young BMC Cadre. Volunteers are welcomed to assist the connexion in the administration of the Social Media Platforms.

### 4. CONFERENCING 2015 EVALUATIONS

<b>PowerPoint Slides Attached ... ANNEXURE A</b>
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### 5. IMPLEMENTATION MATRIX/NON-NEGOTIABLES

We strongly encourage all members and district leadership to take ownership of the Implementation Matrix as it defines Norms and Standards, expectations and measurements “Monitoring & Evaluation [Indicators]” as well as reporting. To further ease reference and wider dissemination the full matrix in summary and detail is included in the conference packs.

**KRA per the Matrix:-**

- Strategically influence transformation agenda of the MCSA;
- Organisational renewal for effectiveness;
- Cutting Edge capacity building & empowerment ;
- Gender Equity &
- Develop theoretical handles about being black and blackness in the 21st century

**Non-Negotiables, minimum deliverables per district as discussed, tabled at the 2016 General Committee Meeting and disseminated.**

#### **6. SUGGESTED THINK TANKS/INCUBATORS & CONVENERS with powers to coopt full committees to a maximum 4/5**

- Doctrine, Ethics and Worship – **Rev Nomsa Nomqolo**
- Revisions in the MCSA & MCSA Conference 2016 Resolutions - **Rev Mogomotsi D.M Diutlwileng**
- Structures of the MCSA – **Rev Mbathu Bosman**
- Trust and Property in the MCSA – **Mr Ricky Ngwenya**
- Ministerial Formation/EMMU – **Rev Sva Waqu**

#### **7. REDIFINITION OF THE ROLE OF DISTRICT SECRETARIATS**

- Chief Operations Officer
  - Secretariat – what it entails and require (SECRETARIAT MATRIX – 10 Critical Things); Info Dissemination – Hold SG Accountable (MATRIX)
  - Decay in the participation at District Level vs Connexion;
  - Districts Programme Content
  - Increase Levels of Competency
  - Increase Levels of Engagements/Participation
  - Identification/Picking Issues; Sifting; Evaluating Info; Eyeballing Action Points
- Engine Room Operator
- Chief Communications Officer
- Chief Technocrat and Thinker
- Problem Analyst (Key Bottlenecks)
- Organic Developed Innovations
- Building Partnerships that work
- Targeted Interventions
- Systems Approach to Improvements
- Decisions informing actions/practice

## 8. OTHER ISSUES TO CONSIDER - FUTURE DEVELOPMENT AND ENGAGEMENTS

- A call and an urgent need for visionary, ethical and strategic leadership
- Regular Standard Engagements at MCSA Conferences BMC led with delegates Reflections – in order to influence conference from the margins;
- Anomalies – people who have led the BMC; perceived persecution; then disappear – speak from authority as previous leaders (food for thoughts) .... deficit
- New developing cultures where questions are perceived as insults

## 9. THE RESOLUTIONS IMPLEMENTATION PROGRESS - STATUS TO DATE

- Integrated to conference packages 2016 July, Natal Coastal

## 10. 40<sup>th</sup> ANNIVERSARY YEAR ALLOWED US TO STAND ON THE SHOULDERS OF OUR FOREBEARS

- The Task Team on Public Lectures led us excellently
- We needed same courage of our forebears such as Dr Khoza Mgojo +++ ..., to ensure that the BMC remains the voice of black people;
- Later to unpack organisational lessons moving forward to 2017

*July 2003 statement – is the BMC directive ‘the eye of the needle’ regarding Strategic Position relating to Elections .....*

## 11. RECOMMENDATIONS

- 11.1. That the executive organisational report for the period July 2015 until June 2016 (year-2) **BE NOTED**;
- 11.2. That District BMC’s and BMC Circuits BMC Member need to Live and lead courageously, to be living branches through ‘BMC IMPLEMENTATION PLAN & MATRIX 2015 ONWARDS’ **BE NOTED**;
- 11.3. That the disseminated ‘BMC IMPLEMENTATION PLAN & MATRIX 2015 **ONWARDS**’ **BE RATIFIED** for immediate implementation as was **ADOPTED** by February General Committees 2016;
- 11.4. That the Digitalisation of the 40years BMC available information underway aiming to archive the information digitally at Seth Mokitimi Methodist Seminary and Rhodes Univ, then analogues hardcopy scripts to be kept at Rhodes University, **BE APPROVED**;

- 11.5. That the need *to move and budget for BMC Website* hosting: [www.methodistbmc.yolasite.com](http://www.methodistbmc.yolasite.com) – dependence for updates renders it dysfunction. All districts should be able to post own content into the website, **BE APPROVED**
- 11.6. That the districts are encouraged to delegate media and communications portfolio to capable young BMC Cadre; Volunteers are welcomed to assist the connexion in the administration of the Social Media Platforms; **BE NOTED**
- 11.7. That ***BMC Bursary Allocations*** needs to evolve, thus catalysing BMC investments for Transformative Growth – Bursary Recipients must be mandated to answer a question from the BMC through their research studies and present a paper in a school e.g. Liturgy & Worship ... **BE APPROVED**
- 11.8. That the executive as mandated by the February General Committee to coopt a Connexional Treasurer following sudden and abrupt departure of Ms Mandy Motaung to vianna , capital of Austria; here presents **Ms Buhle Sigabi to be the Treasurer** until July 2017 when current term ends; **BE APPROVED**
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