



BMC

Black Methodist Consultation

THE MCSA! - LEFA LABATSWADI BARONA! - ILIFA LABAZALI BETHU!!!

EXECUTIVE ORGANISATIONAL REPORT FOR THE PERIOD JULY 2017- JUNE 2018

July 13

2018

BMC Arise, Awake and Walk by refining leadership, management, administrative and governance capabilities bottom-up in order to respond effectively to the challenges of 'Rapid Values Erosion; Collapse of Familiar Systems etc.' due to rapid changes in the world BMC exists in versus at its foundations. BMC must lead the MCSA to reform its leadership bottom-up, the milestones and or fundamental shifts along the way must include reforms from:- Compliance to results, Inefficiency to effectiveness, Responsibility to accountability, Inputs to outputs

**“ARISE AND
WALK: FROM
DEPENDENCY
TO AGENCY”
Text Base –
Acts. 3: 1 - 8**



THE METHODIST CHURCH OF SOUTHERN AFRICA

a Christ-healed Africa for the healing of the nations

ACKNOWLEDGEMENTS AND FORMAL GREETINGS

The BMC Connexional Chairperson – Reverend Mzwandile Molo

Entire Executive Team – Ms Nokuzola Mbangula, Recording Secretary and Ms Buhle Sigabi, the Treasurer General;

Previous BMC Executives and leadership, forebears and elders present MCSA Leaders
Bishops, Bishops 'elect', District Vice Chairs, WM leaders, YWM, YMG, LPA leaders and
Methodist Youth Unit

Ministers and their Spouses

Mothers and Fathers

All BMC District Executives

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

BMC Think Tanks who should serve as incubators for new ideas

All members of the BMC

Brothers and Sisters in Christ

INTRODUCTION

Still I Rise; By [Maya Angelou](#)

You may write me down in history
With your bitter, twisted lies,
You may trod me in the very dirt
But still, like dust, I'll rise.

Does my sassiness upset you?
Why are you beset with gloom?
'Cause I walk like I've got oil wells
Pumping in my living room.

Just like moons and like suns,
With the certainty of tides,
Just like hopes springing high,
Still I'll rise.

Did you want to see me broken?
Bowed head and lowered eyes?
Shoulders falling down like teardrops,
Weakened by my soulful cries?

Does my haughtiness offend you?
Don't you take it awful hard
'Cause I laugh like I've got gold mines

Diggin' in my own backyard.

You may shoot me with your words,
You may cut me with your eyes,
You may kill me with your hatefulness,
But still, like air, I'll rise.

Does my sexiness upset you?
Does it come as a surprise
That I dance like I've got diamonds
At the meeting of my thighs?

Out of the huts of history's shame
I rise
Up from a past that's rooted in pain
I rise
I'm a black ocean, leaping and wide,
Welling and swelling I bear in the tide.

Leaving behind nights of terror and fear
I rise
Into a daybreak that's wondrously clear
I rise
Bringing the gifts that my ancestors gave,
I am the dream and the hope of the slave.
I rise
I rise
I rise.

In modern medical care sophisticated equipment is used to monitor people with serious illnesses. Walking into the Intensive Care Unit (ICU) and able to hear sound, medical equipment's make sounds to signal normal and or alarm reverberations for the abnormal. The "vital signs" monitoring give us hope of life and alarm for danger and the need for attention.

In organisational as well as spiritual matters, too, we live by vital signs monitoring. This organisational report for the period July 2017 to June 2018 seeks to present vital signs monitoring from the Connexional Executive.

Reflections on the theme 2018 – taking organisational posture, “ARISE AND WALK: FROM DEPENDENCY TO AGENCY” According to Jewish custom, Peter and John live out Acts 2:42 “They devoted themselves to the apostles’ teaching and to fellowship, to the breaking of bread and to prayer”, Act 2:46 “Every day they continued to meet together in the temple courts. They broke bread in their homes and ate together with glad and sincere hearts”, **going up to the temple** (both literally and spiritually) to pray and worship at

the time of the evening sacrifice **Ex 29:39-40**: “One lamb you shall offer in the morning, and the other lamb you shall offer at twilight. And with the first lamb a tenth measure of fine flour mingled with a fourth of a hin of beaten oil, and a fourth of a hin of wine for a drink offering”.

Going up to the temple; if King David was witnessing Peter and John – perhaps he would ask as he did in **Ps 24:3** *Who shall ascend the hill of the Lord? And who shall stand in his holy place;* **122:4** *to which the tribes go up, the tribes of the Lord, as was decreed for Israel, to give thanks to the name of the Lord.*

As Peter and John arrive at the temple, a man with no use of his legs because of a congenital condition is being carried to his accustomed begging place. **The depth of his need is apparent to all.** BMC are the depths of the needs of Black people not apparent to us, those we know and love; local communities; families and friends; the sick; those who mourn; those without faith and those who serve the needy.

In these ordinary circumstances (*everyday things*) apostles practicing their devotion to God, *a lame man plying the only trade he knows*, appealing to the generosity and piety of his peers **an extraordinary encounter occurs.** The Apostles' Offer, Acts 3:4-7 (NIV):

“Peter looked straight at him, as did John. Then Peter said, “Look at us!” So the man gave them his attention, expecting to get something from them.

*Then Peter said, “Silver or gold I do not have, **but what I do have I give you. In the name of Jesus Christ of Nazareth, walk.**” Taking him by the right hand, he helped him up, and instantly the man’s feet and ankles became strong.”*

Peter fixes his eyes on the man, as later Paul will do when a miracle is about to occur (Acts 13:9 *But Saul, who was also called Paul, filled with the Holy Spirit, looked intently at him ;* Acts 14:9 *He listened to Paul speaking. And Paul, looking intently at him and seeing that he had faith to be made well*), and asks for the same attention in return.

At first Peter disappoints the beggar by declaring his lack of money. *This serves only **to heighten the value of the great gift he does offer: complete health.*** But it is *in the name of Jesus Christ of Nazareth* that it must be given. Black Methodist Consultation member(s), a name is *an expression of a person's very essence*. The essence of BMC organisational work starts with understanding who we are as “BMC, as Blacks”. **Arise! Awake! and stop not until the goal is reached.**

BMC Organisational work does not start with programmes but it starts with awakening to our own identity towards achieving a level of consciousness that repositions us for extraordinary encounters. ". ***BMC - Arise! Awake! and Stop not until the goal is reached.***

Steve Biko, "Merely by describing yourself as black you have started on a road towards emancipation, you have committed yourself to fight against all forces that seek to use your blackness as a stamp that marks you out as a subservient being; The revolutionary sees his task as liberation not only of the oppressed but also of the oppressor. Happiness can never truly exist in a state of tension."

BMC - Arise! Awake! and Stop Not until the goal is reached; When BMC is awake, fully conscious on the road towards emancipation no one would ask 'What are our tasks?' because the needs are obvious ... and when this BMC bug of 'blackness and or awakening to own consciousness bites you there is not more turning back; forward we go, backwards never ...

Advancing BMC Organisational Work cannot thrive in a position of dependency. The "dependency syndrome" is defined as an attitude and belief that a group cannot solve its own problems without outside help. *Dependency is a weakness that is made worse by charity.* **BMC - Arise! Awake!** Unless you are fully awake you shall not the dependency syndrome that comes with Blackness even though it's obvious to the conscious. We are called by the Connexional Chairperson to ascend, to rise up, and to awake and ask no more 'handouts but bring legs up – WALK'.

Nkwazi Nkunzi Mhango: Africa's Dependency Syndrome: Can Africa Still Turn Things around for the Better?, "There are millions of off beam assumptions that Africa will always remain immobile in development of whatever type. This view has mainly been propounded by Western thinkers in order to make Africans internalise and reinforce this supposed dependency. Africa needs to embark on paradigm shift; and tweak and turn things around. Africa has what it take to do so quickly, especially now that new economic powers such as China and India are evolving as counterweight to the West. Shall Africa use these new economic forces to its advantage based on fair and win-win cooperation? To do so, Africa must make sure that it does not slink back into business as usual vis-a-vis beggarliness, dependence, frailty, gullibility, made-up backwardness, monkey business, and pipedreams, not to mention the nasty and narcissistic behaviours of its venal and navel-gazing rulers. Verily, Africa needs, inter alia, to use its God-given gifts, namely, immense resources, young population, abundance of vast and unexploited amounts of land. Equally, Africa must, without equivocation, invest copiously and earnestly in its people, the youth in the main.

*Most of all, Africa needs to shy away from all colonial carryovers and encumbrances. This volume shows many ways through and by which Africa can reverse the current imbroglio-cum-no-go it faces for the better; and thereby **actualise the dream of being truly independent and prosperous.***

Organisational '***What is the struggle of the BMC***'; for us the Connexional Executive collective team, our struggle is to dismantle privileges associated with dependency syndrome, dismantle privileges associated with colonial heritage and painful memory, dismantle privileges associated with apartheid, discrimination, isolation, inequality ...western thinking etc. I argue that dependency syndrome feeds those privileges.

"Of course, the opposite of white privilege is not blackness, as many of us seemed to think then; the opposite of white privilege ***is working to dismantle that privilege.*** But my particular hip-hop generation proved to be very serious about figuring it all out and staying engaged." (Adam Mansbach 1984:72)

The power of the person is present and available in the name (Haenchen 1971:200). ***In the case of Jesus, the invocation of his name is a direct link between earth and heaven.*** It is not a magic formula but *a simple recognition that if any salvation blessings are to come, they must arrive in and through the person of Jesus Christ.* Jesus so commissioned his disciples (Lk 24:47 - *...and repentance for the forgiveness of sins will be preached **in his name** to all nations, beginning at Jerusalem*) and the disciples so preached and ministered (Acts 2:37-38 - *"Brothers, what shall we do?" Peter replied, "Repent and be baptized, every one of you, **in the name of Jesus Christ** for the forgiveness of your sins. And you will receive the gift of the Holy Spirit"*). Acts 9:34 - *"Aeneas," Peter said to him, "**Jesus Christ heals you.** Get up and roll up your mat." Immediately Aeneas got up".*

"The power was Christ's but the hand was Peter's"

Peter commands the man to walk (literally, continuous action--"be walking") and grabs him by the right hand to raise him up (*active participation in the miracle to be performed by the power of Jesus*). ***"The power was Christ's but the hand was Peter's"*** (Stott 1990:91). So must the BMC ever act organisationally. Unless the BMC is prepared for active participation, we cannot ask the MCSA to do any change we wish to see ... we must be that change; for that extraordinary encounter with Jesus Christ, the wounded healer – we must actively participate (***be prepared to be the hands and feet***) towards our emancipation 'to arise and awaken our collective consciousness' and see the needs, opportunities and responsibilities, *develop courage to do BMC organisational work with a culture of excellence that*

emphasizes efficiency with clear correlations between inputs, processes and outputs. **BMC - Arise! Awake! and Stop Not until the goal is reached.**

BMC be prepared to be “The Gift of Wholeness within the BMC and to the MCSA”, as we learn on Acts 3:7-8 “Taking him by the right hand, he helped him up, and instantly the man’s feet and ankles became strong. 8 He jumped to his feet and began to walk. Then he went with them into the temple courts, walking and jumping, and praising God.” **The beggar became the living embodiment** of the messianic age as predicted in Isaiah 35:6, "Then will the lame leap like a deer"; ... Lk 7:22 – “So he replied to the messengers, “Go back and report to John what you have seen and heard: The blind receive sight, the lame walk, those who have leprosy[a] are cleansed, the deaf hear, the dead are raised, and the good news is proclaimed to the poor”.

The Challenge to Arise for the BMC is that of becoming a living embodiment for the change we wish to see “actualise the dream of being truly independent and prosperous Christ-Centred African Church” – actualise the dreams of Rev’s EN Baartman, Mogoba and Khoza Mgojo; Otto Mbangula and Isaac Moeketsi; Itumeleng Jerry Mosala and Mvumelwano Dandala ...Nomsa Nomqolo, Zanele Magojo, Notozi Gobozi, Lindeni Madlala, Ike Morape, Zandile Jakavula, Witness Mpambo and Mbali Mbuli ... many other forebears who came before us.

The Challenges faced by the **BMC to Arise! Awake!** are no different to those faced by many similar movements, formations and organisation across the globe. Many previously disadvantaged populations either through colonisation, exclusion, marginalisation and or apartheid often misinterpret political liberation that comes with change of faces in high places with emancipation and or transformation. However in retrospect, truth experienced by many on the receiving end has been different, black leadership does not equate to black empowerment and emancipation but could lead to the development of elite black masters, who become ‘whiter than whites’ according to Steve Biko and yet Franz Fanon argues that *the permanent dream of the oppressed is to become the oppressor.*

There is a great need now more than ever before for the rediscovery of the new BMC cadre who does not only understand the BMC Vision-Mission-Values but lives it out and embodies its core values in practice. Further to this such cadre should be able to look and see (intently) and be prepared to discern their own calling as expressed in their roles and or functions of being a BMC activist organisation in this age.

Such BMC Activism should perhaps start from a Society Level, ‘be bright in the Corner where you are’, a cadre who understands that mission is local, ‘local its lekker’ ...Be

prepared to be a voice of reason at a Society Leaders Meeting and or Annual General Meeting, stand up and be counted when the local church disowns an elder who gave to the church all her life until old age grant was in the hands of children, who then decide different priorities for umagogo (gogo_Dlamini according to Adv. Thuli Madonsela).

BMC Cadre for this age who questions the mission of organisations when 'imirhumo-commitment fees' ever increases year on year and have become a divider between the haves and the have nots; this is despite unemployment and context 'World Bank Equity Report as well as STATS SA Poverty Report'. The BMC new cadre ready to 'Arise and Walk from Dependency to Agency' should perhaps dies to self, and is able negate the temptation 'what's in it for me'.

BMC Arise and Awake to the powers, functions and authority of a Circuit Quarterly Meeting and its fundamental role in the envisioning of a Church in the New Land; the invitation of agency to labour in the circuit and the wellness of that agency. BMC should continue to pay attention to Stewardship as the administrative centre within the Black Church that must hold at all times to ensure effective, efficient administration and strategic stationing. Therefore all districts should endeavour year on year to have capacity building aimed at Stewards even if it's in coalition with EMMU Lay Coordination.

BMC Arise and Awake to the declining quality of Lay Leadership within the MCSA and continuous delegation of leading in Church to the exclusive terrain of the clergy often with dire consequences creation of 'big headed' monsters in some cases who become law unto themselves. The offices and role of lay leaders in Methodism did not come with the advent of the Journey to the New Land and the recognition of 'all member ministries – priesthood of all believers' granted that formalised some offices like MCSA-Lay President and District Lay Reps.

Lay leadership was there in Methodism in its foundations by John and Charles Wesley. BMC should be concerned about Lay Leaders who simply see themselves as appendages to ministers but not prepared to live out the priesthood of all believers; Lay leaders who are satisfied carrying the hymnbook bags and the like for the superintendent and or Bishop {ukuphath' inxili kaMongameli and or Bishop}

BMC Arise and Awake to the increasing Celebrity Status Populist Leadership with Growing Idolatry within the MCSA even amongst ministers; monopoly for stations power mongering; the biggest joke is when those who are perpetrating own agenda's often complain the loudest; as such during an election year in the MCSA, I wish to be a non - Methodist *wanting to escape use of disinformation, personality-popularity contests.*

The world BMC exists in as at 2018 is not the same world it was conceived in forty three years ago; **it's a world of a rapid change**, and the BMC must Arise, Awake and Walk from dependency to agency with regards to:-

- **Rapid Erosion of traditional values** – Public Relations in Church gaining ground with focus on personal legacies as opposed to building testimonies in the formation and transformation agenda of the MCSA, and the vision of a Christ Healed Africa. BMC must lead the Church in the deepening of content of the MCSA theological response and doctrines to the twenty first century challenges. BMC Think Tanks should be awake and arise to the challenges often raised by the Connexional Chairperson (e.g. DEWCOM Issues_July 2017 Chairperson Address). While the Church is busy managing public impressions by issuing media statements; BMC must craft alternative models from dependency to agency by doing spade work and or substantive formations to theological discourse of our times.
 - **BMC Arise and Awake in modelling leadership practice with conscience!**
- **There is a Collapse of familiar systems** – like the **doctrine of separation of powers; executives have become powerful and more advanced than the bodies where they should account**. Consequences are the total collapse of accountability, I challenge you all to make your own observations on power dynamics:-
 - **CE versus Conference;**
 - **DEC versus Synods;**
 - **CEC versus CQM's;**
 - **SEC versus Society Leaders Meeting;**

BMC Arise, Awake and Walk by refining leadership, management, administrative and governance capabilities bottom-up in order to respond effectively to the challenges of '*Rapid Values Erosion; Collapse of Familiar Systems etc.*' due to rapid changes in the world we live in. **BMC must lead the MCSA to reform its leadership bottom-up, the milestones and or fundamental shifts along the way must include:-**

- **Compliance to results**; stop ticking boxes on the year plan but produce tangible results; stop marking registers but begin to link the dots by linking activities done to goal attainment; stop simply submitting a report in February but begin to analyse own raw data producing information that would inform better interventions.;

- **Inefficiency to effectiveness**; BMC must embody “efficiency drive” to ensure objectives are met as defined per Implementation plan and this is the responsibility of BMC Cadre not just its leadership;
- **Responsibility to accountability**; those responsible as leaders for the BMC and MCSA, leadership demands professionalisation that stretches beyond being responsible to accountability as individuals to the public for acts and omissions as well as organisational performance;
- **Inputs to outputs**; to ensure development of culture of excellence where inputs are used optimally through various processes for maximum outputs, outcomes and impacts.

THINK TANKS OF THE BMC

These are about structural repositioning of the BMC; *creating incubators where new ideas are born that would be tested in the BMC but later should transform the agenda of the MCSA* by making inputs through relevant committees. **BMC Think Tanks** are shadow committees of the MCSA formal committees like **DEWCOM; Structures; Revisions (now Legal Review Commission); Trust and Property as well as Ministerial Formation**. These committee should lead thinking and enable BMC to be proactive (not react) through research and development producing papers tabled in schools annually as well as tracking MCSA Conference Resolution per area of focus such that at discussion level BMC members are enabled to input at CQM’s; Synods etc. as informed by BMC Ideology already tested at BMC level. BMC should create centres of excellence through its Think Tanks and link Think Tanks to MCSA Succession Planning e.g. at some point BMC DEWCOM convener could convene MCSA_DEWCOM and implement relevant ideology and doctrines.

- **The Structures BMC Think Tank should advise and seek to lead BMC Response to the proposed MCSA 2020 new boundaries.**

BMC Arise, Awake and Walk by Building Human Capital, resources, skills required for transitioning from dependency to agency; such developed BMC capacity would not only ensure relevance through gaining expert knowledge in the BMC but would further assist MCSA in its struggling areas of: - ***i) Waste, ii) Overburdens, iii) Unevenness*** as evident in resource utilisation and even stationing.

Think Tanks should accelerate their work and functioning in shaping the agenda of the BMC thereby enabling the BMC to influence the transformation agenda of the MCSA.

CONNEXIONAL TASK TEAMS

These are technical working groups that could perhaps achieve greater effectiveness by *terminating their dependency on Districts Inputs* whose functionality is often killed by own unique district politics. Implementation where possible should also be at task team level as *hands and feet of the connexional executive*.

Connexional Task Teams should be an agency of the BMC that processes and tables recommendations for finalisation and acceptance at the July Consultation; e.g.

- **Gender Equity** - on going linked to Key Result Areas as agreed at the lekgotla_2014 Nov
- **One and Undivided Church** – due to complete task in 2018 July
- **Bursary** – progress report
- **Black Thought and African History** – has a progress report
- **Quest for Black Unity** – has a report with action plans
- **Ministers on Foot of Stations Research** – due to complete task in 2018 July

Increasingly year on year Connexional Task Teams should limit work given to districts.

STATE OF DISTRICTS JULY 2017 – JUNE 2018, AS AT 43rd ANNUAL CONVOCATION

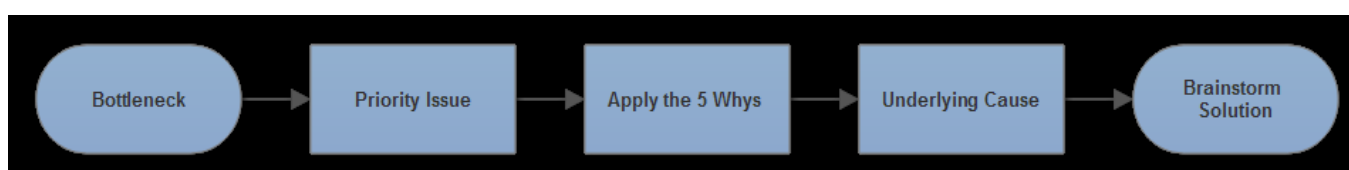
DISTRICT CLUSTERS	AREAS OF ANALYSIS	CONTENT ANALYSIS
CLUSTER - A <ul style="list-style-type: none"> • Cape of Good Hope; • Grahamstown & • Queenstown. 	Current Status	Good Hope and Grahamstown are functioning despite challenges. Grahamstown was the stronger partner in this cluster whose footprint was at almost 40% (11/28) of the Circuits in the district compared to one third 33% (4/12) in the Cape of Good Hope.
	Gaps Identified	Queenstown did not report for the year 2017; the last tabled report was for 2016 year end 31 Dec 2016, however secretary of the district expressed concerns of dysfunctionality and the need to regroup.
	Recommendations	Grahamstown could perhaps lead the cluster and support renewal efforts at Queenstown. Good Hope needs to strengthen its own leadership.
	Priority for Action	Cluster Approach to common challenges and

DISTRICT CLUSTERS	AREAS OF ANALYSIS	CONTENT ANALYSIS
		or programme implementation e.g. Joint Pre-Synod and or Stewards Capacitation
CLUSTER - B <ul style="list-style-type: none"> Kimberly, Namibia Bloemfontein & Northern Free State & Lesotho 	Current Status	Both districts increasing in strength footprint and numbers. Evidence of implementation year on year. KNB as well as NFSL in 8 Circuits
	Gaps Identified	Internal Districts Conflicts, Tensions and Storms could threaten the growth
	Recommendations	Explore joint ventures towards increasing footprint and implementation
	Priority for Action	Develop Cluster Growth strategy in quality and quantity
CLUSTER - C <ul style="list-style-type: none"> Natal Coastal; Natal West and Clarkebury; 	Current Status	Natal Coastal leading the cluster in terms of growth and footprint with presence at 50% of the Cir (9/18). Great recovery from the 2016 hosting debts and fall-outs in relations within the district. Natal West has numbers but inconsistent with minimal and or no evidence of growth and or implementation. Clarkebury seems stagnant
	Gaps Identified	Natal West and Clarkebury weaker in implementation compare to NCD
	Recommendations	Natal Coastal could perhaps lead the cluster and support renewal efforts at Clarkebury. Natal West needs to strengthen its own leadership and implementation
	Priority for Action	
CLUSTER - D <ul style="list-style-type: none"> Central; HISWA & Limpopo. 	Current Status	Limpopo stronger in this cluster in terms of foot print and implementation; Central district showed stagnancy comparing 2016 to 2017
	Gaps Identified	HISWA is the weakest link on brink of collapse and dysfunctionality, leadership challenges; Central could do better in terms of implementation and local leadership

DISTRICT CLUSTERS	AREAS OF ANALYSIS	CONTENT ANALYSIS
	Recommendations	Best Practice sharing could assist at cluster level led by Limpopo
	Priority for Action	Develop growth plans for HISWA
OVERALL CONNEXIONAL OUTLOOK	Current Status	BMC Connexionally as an organisation continues to grow in programme content and successful coalitions with other organisation connexionally like WM; YWM; LPA; YMG; relations with the MYU might need a review and recheck. MCO meets with the BMC but non-committal. More than two thirds districts are fully functioning despite inconsistencies in implementation of BMC programmes.
	Gaps Identified	HISWA and Queenstown are the worrying districts needing most urgent attention.
	Recommendations	Natal West should use the 2019 July Hosting as a launch pad for renewal. <i>The Connexional Executive should perhaps be given powers to recall and or put under its administration some districts like HISWA and Queenstown</i>
	Priority for Action	Attention to HISWA and Queenstown

DRIVERS OF CHANGE PER DISTRICT SHOULD START WITH MAPPING ROOT CAUSES ‘BOTTLENECK ANALYSIS’ FOR CURRENT CHALLENGES

1. Brain Storm Issues and Bottlenecks;
2. Prioritize top three bottlenecks;
3. Brainstorm Solutions;
4. Prioritize high impact solutions (not more than three);
5. Develop Action and Resource Plan.



BMC MEMBERSHIP STATISTICS

DISTRICTS	#	#	#	#	#	#	REG	COM
	REG_2017	COM_2017	REG_2016	COM_2016	REG_2015	COM_2015	2014	
Cape of Good Hope	11	11	8	10	19	13	14	20
Grahamstown	46	45	42	41	33	26	44	13
Queenstown	25	25	23	23	34	34	27	27
Kimberley Namibia & Bloemfontein	31	32	24	27	35	36	30	0
Northern Free State & Lesotho	16	19	10	21	10	34	14	28
Natal Coastal	57	110	70	110	80	80	76	76
Natal West	23	23	29	29	46	48	19	19
Central	21	21	18	20	28	23	14	13
Highveld & Swaziland	11	17	14	18	44	46	48	52
Limpopo	47	45	41	41	65	65	48	19
Clarkebury	14	14	11	17	17	36	9	18
YWM Connex	0	0	0	0	4	4	0	0
TOTALS	302	363	290	357	415	445	343	285

- District Commitments as reflected on a connexional level increased year on year from 357 to 363;
- Registered for July 2017 increased from 290 at Natal Coastal 2016 to 302 at Grahamstown in 2017;
- Purely statistically BMC and financially BMC is functioning well organisationally
- Although Natal Coastal remains the biggest district in the Connexion and for the that we are grateful to God in particular for your recovery post 2016 Hosting; Compliments and notice must also be given to Limpopo for maintaining membership above forty and their efforts of resourcing BMC Mission through EBF.

OVERALL STATE OF THE BMC CONNEXIONALLY AGAINST KEY RESULTS AREAS

In performance management people management theory there is agreement by consensus that *“What gets measured, gets done”*

KRA	MEASURABLE OBJECTIVES	OUTPUT INDICATOR	PREVIOUS BASELINE 31 DEC 2016	ACTUAL ACHIEVED - 31 DEC 2017	2018, 31 DEC	2019 TARG ET	2020 TARGET
INFLUENCE TRANSFORMATION AGENDA OF THE MCSA	Establish, nominate and resource the BMC INCUBATORS/THINK TANKS on: EMMU; DEWCOM; FINANCES; TRUST & Properties; STRUCTURES and REVISION	Number of Appointed Committees	5/5	5/5	5	5	5
	Increase the number of BMC members who occupy official executive decision making positions e.g. Class Leaders, Society Stewards, Circuit and District Org. Executives, Cir Stewards; Superintendents etc.	Number of NEW Members servng in decision making structures per district year on year	Per district	<i>Target to increase by 10% year on year</i>			
	Increase the BMC Footprint in the District by adding new Circuit-Based BMC Living Cells from baseline	Number of Circuits per district year on year - WHERE BMC HAS PRESENCE	Per district	<i>Target to increase by 10% year on year</i>			
	BMC at Circuits; Districts and Connexion must establish - CONSCIOUSNESS CLINICS that	Number and depth in content reflections on consciousness Clinics per District.	Per district	<i>Target Annually e.g. Public</i>			

KRA	MEASURABLE OBJECTIVES	OUTPUT INDICATOR	PREVIOUS BASELINE 31 DEC 2016	ACTUAL ACHIEVED – 31 DEC 2017	2018, 31 DEC	2019 TARG ET	2020 TARGET
	engages critical and difficult conversations to sharpen thinking "Thought Leadership and avert the tragedy of black leaders without black consciousness"			<i>Lecture on Black Consciousness Month and or Africa Month and or Black History Month</i>			
ORGANISATIONAL RENEWAL FOR EFFECTIVENESS	Provide information on the ideologies, fundamental philosophy and the reason of the existence of the BMC in order <ul style="list-style-type: none"> to develop effective cadres that will relay a consistent message and play an effective role as BMC members and Methodists 	<ul style="list-style-type: none"> BMC Value Proposition Brochure Nr. of District General Meetings per year (Min 4 thus Quarterly); Measure average attendance per General Meeting compared to committed 		Per district year on year		4GM	4GM

KRA	MEASURABLE OBJECTIVES	OUTPUT INDICATOR	PREVIOUS BASELINE 31 DEC 2016	ACTUAL ACHIEVED – 31 DEC 2017	2018, 31 DEC	2019 TARG ET	2020 TARGET
		<p>members during the reporting period;</p> <ul style="list-style-type: none"> • Availability and Dissemination of Updated and Localised <i>BMC Information-Service Brochure/Leaflet</i> cross-cutting structures; • Availability and Implementation of Communication Strategy that responds to membership dynamics [emails; text messages; telephone calls; social media; letters]; • Updated BMC Database information at circuit, district and connexion level 					

KRA	MEASURABLE OBJECTIVES	OUTPUT INDICATOR	PREVIOUS BASELINE 31 DEC 2016	ACTUAL ACHIEVED – 31 DEC 2017	2018, 31 DEC	2019 TARG ET	2020 TARGET
CAPACITY BUILDING & EMPOWERMENT	To be a successful change agent, the BMC needs to maintain its culture of excellence in leadership, management and administration	Inputs, processes and outputs in the life of the Church <i>(Appointment of people with relevant skills and best talents in positions of MCSA leadership)</i>					
	To develop A competent, ethical and transparent leadership for an efficient society	Capacity building workshops and seminars Leadership Symposium-Summit	0	0	Per district 02 per year		
	BMC Leads research development	<ul style="list-style-type: none"> Black History Project - celebrating blacks excellence and contribution should yield to publication(s); Publish all BMC 40th Public Lectures (Actual Lectures); Think Tanks – DEWCOM; Structures; Legal Review; Trust and Property; EMMU 					

KRA	MEASURABLE OBJECTIVES	OUTPUT INDICATOR	PREVIOUS BASELINE 31 DEC 2016	ACTUAL ACHIEVED – 31 DEC 2017	2018, 31 DEC	2019 TARG ET	2020 TARGET
GENDER EQUITY	Implementation of the policy/resolution 40:40:20 with special focus on women representation	Inputs, processes and outputs in the life of the Church (Appointment of people with relevant skills and best talents in positions of MCSA leadership)					
	Empower honorarium leadership	<ul style="list-style-type: none"> Intervention Programmes 					
	Unlearning the current leadership practice in the black church	<ul style="list-style-type: none"> Availability of teaching materials 					
	Succession planning for women should be part of agenda of the BMC	Inputs, processes and outputs in the life of the Church (Appointment of people with relevant skills and best talents in positions of MCSA leadership)					
DEVELOP THEORETICAL HANDLES ABOUT BEING	Revive Black Theology – theoretical understanding on the meaning of black theology						
	BMC Commissions papers on black theology						
	BMC Lobbying Seth Mokitimi						
	Methodist Seminary to include Black						

KRA	MEASURABLE OBJECTIVES	OUTPUT INDICATOR	PREVIOUS BASELINE 31 DEC 2016	ACTUAL ACHIEVED – 31 DEC 2017	2018, 31 DEC	2019 TARG ET	2020 TARGET
	Theology in its curricula as an option for students						

- **Three year evaluation reflections by the Extended Connexional General Executives at Natal West 16th – 18th February 2018 for the period 2015, 2016 and 2017 for noting [for circulation by email]**
- Tracing the footsteps of the Connexional Executive criss-crossing the connexion for the reporting period for capacity building and to engage on **the rationale for the October 2018 LEADERSHIP SYMPOSIUM**
 - Connexional Chairperson in preparation for the Leadership Summit [LPA Jan 2018; WM – Durban Feb 2018]; YWM – Bloemfontein Mar 2018;
 - General Secretary - WM Parys – GEC (Oct. 2017) – Organisational Theory Capacity Building; YWM – Central District on Leadership; Launched Mission Week Pimvile Circuit – Aug 2017; Visited Highveld and Swaziland Gen Meeting (3 Feb 2018);
 - Organised all Other Org's at eMseni 08th Dec. 2017 and 08th June 2018 for plenary Leadership Symposium 18-21 October 2018;
 - MCO engagements 17th April 2018 and follow up with EMMU 02nd May 2018 – on the leadership symposium.

IN DESIGNING BMC PROGRAMME(S) AS WELL AS IMPLEMENTATION ALL DISTRICT EXECUTIVES ARE ENCOURAGED TO USE ALREADY DEVELOPED TOOLS LIKE:

- (I) IMPLEMENTATION MATRIX 2015 ONWARDS AND
- (II) PRACTICE NOTES

RECOMMENDATIONS

- 1) **That, the Executive Organisational Report for the Period July 2017- June 2018, Be Noted;**
- 2) **That, the Think Tanks including co-opted committees by conveners lead thinking, research and development towards shaping BMC Agenda, serving as incubators for new ideas with abstract papers and MCSA resolutions tracking per focus areas presented at July Annual Convocation Schools, Be Supported;**
- 3) **That, the Connexional Task Teams be given freedom to terminate dependency on district inputs for functionality in order to mitigate the risk and bridge implementation gap, Be Approved;**
- 4) **That, the request of the Connexional Executive to be given powers to recall and or put under its administration and or appoint intervention teams for some districts who either have collapsed and or are on the edge complete dysfunctionality like HISWA and Queenstown, Be Considered for Approval.**

APPENDICES



BMC
Black Methodist Consultation

SECRETARIAT PRACTICE NOTES - HANDBOOK 2017/18 “BMC # HOW TO”! SERIES ONE (1)

FOREWORD

The 42nd BMC Annual convocation that gathered at Grahamstown District from the 06th to the 09th July 2017 under the theme **“Love thy neighbour: reimagining a society of love and justice”; ...and who is my neighbour?”** during the Organisational Report for the period July 2016 to the June 2017, a question was posed in that report **“What change can we make that will result in improvement?”**. The following was then proposed as a possible response: -

“BMC must refocus intently on, **‘Capacity Building and Empowerment’**, in order to close skills capacity gap within the BMC cadre towards enabling the BMC as a formation to be a catalyst for the change we wish to see through strategic influence of the MCSA targeting decision making platforms like AGM’s; Society Leaders Meeting; CQM’s; Synods and Conference.

The intentional drive was proposed to be called **“BMC # HOW TO ...”!**; *as a delivery vehicle for the Key Result Area (KRA) 3, > ‘Capacity Building and Empowerment’.*

The crux of **“BMC # HOW TO ...”!** *would be to develop and increase BMC technical and tactical capabilities on **HOW TO MAKE THINGS HAPPEN? Thus simply bridging the gap to implementation owing to lack of skills capacity.** How to: - Generate new ideas for change that may lead to improvement, how to test those ideas. What new ideas could make the BMC to be “The Think Tank, Conscience and Torch-bearer?”*

BMC # HOW TO ...”! While focusing on narrowing skills gap for the BMC Cadre should further enable BMC members to **reignite thinking culture and ethos in the BMC, thus creative, lateral and dialectical thinking.**

- **“BMC # HOW TO ...”!** *Develop programmes and sustain, **the basics of programmes design***
- **Developing TOOL KITS ...**

District Secretariats should see themselves as database managers should think about all possible variants for data entry and specify guidelines for entry of BMC members such that data base is known to all members and is used as an asset. BMC members entering the data should follow the guidelines exactly and *complete all fields*. District Secretariats should develop pride in the accuracy of the membership data base per district ensuring it resonates with the Connexional Membership Data base. If data entries per district are not accurate and consistent, it will be harder and impossible to use the very data base for example in mailing critical urgent communication, compile reports and conduct analysis of 'Membership Growth and or Strategic Recruitment'.

District Secretariats should specify per data base who depends on postage for communication exclusively versus who is on email versus who is on 'Social Media like What's Up; Facebook; Twitter'. Assumption that every BMC Member has email internet access 24/7/365 days is a myth that has potential to destroy relationships and the BMC Movement. Ignorance of the BMC Executives to the digital divide in the African Continent and the cost of internet access in the developing countries linked to broadband cabling shall surely lead to isolation of those without access further entrenching the misconception that BMC membership is for the elite clever blacks yet it's for all leaders of the MCSA from Society irrespective of social standing economically.

EXAMPLE OF A MEMBERSHIP DATA BASE – TO BE KEPT UP TO DATE

TITLE, FULL NAME(S) & SURNAME	CONTACT TELEPHONE NUMBERS	SOCIETY OR CIRCUIT OR DISTRICT [Delete as applicable]	EMAIL ADDRESS [Only If Working and Accessible]	POSTAL ADDRESS	PREFERRED METHOD TO RECEIVE BMC COMMUNIQUE: A = EMAIL; B = POSTAL

- Attendance Registers can be prepopulated for quarterly BMC District Meetings using the above data base on proviso that per attendance register there are empty rows and columns (spaces) for:
 - *new members and to communicate changes of email address; inactive email addresses and or change in postal addresses;*
- Attendance Registers in meetings are completed not just for the sake of completing but in order to: i) Update Data Base; ii) Analysis for reporting and iii) Grow membership (intently).

Given the above kept up to date Secretariats then simply use as reference to make calls; copy all emails per column and send; note who is on what's up set up group for bulk messages and *bulk sms's for those not on what's up.*

Caution! What's Up Groups *often destroy relationships in Organisations when there is lack of ETIQUETTE CONTROL in usage e.g. Inappropriate Jokes 24/7; Birthday Messages for 'Some not All'; Daily Motivational Messaging and or Bible Verses forwarded from same internet accessible to what's up users, what's the point? There are also those messages to be FORWADED to TEN promising Blessings or Disaster upon failure to do so ... ALL THESE ARE NO! NO! Not only these lack etiquette but also lack respect for the users then the group is not used for "What it was intended for – it becomes a JOKING PLATFORM"*

2) DEVELOPING MULTIPRONGED COMMUNICATIONS STRATEGY

Keeping members in touch with the BMC developments, decisions are very important. Their reasons for becoming members may be diverse *but letting them know your news and opportunities to get involved will ensure that they feel part of the community* of the BMC movement and the critical mass expected to create change.

Give good service to members

Executives should have empathy and respect for the membership. Churches are voluntary organisations in terms of association, so are the formations and organisations within the Churches. Answer phones promptly, return calls on voice

mail, reply to letters and emails within a reasonable time. Also be willing to talk to them about the organisation but be skilled at politely ending the conversation if it is taking too much of your time.

Plan your member communications

Email is often the most efficient method of communication. Develop a system of sending emails direct from the database. Mail merge letters and renewal notices can also be sent this way. Don't forget to make some provision to use paper when required, you don't want to exclude members who don't have an email address. If your membership is from a particular demographic it may be appropriate to ask how they prefer to be contacted.

Make the wording of communications appropriate to the membership. Use plain English to get your message across clearly. Think about length, don't overwhelm readers. District Executives should simply bulk Connexional Communique into simply action plans required from districts and or members, and then communicate just that to the members, with details available upon request.

Keep in regular contact with your members and let them know what the BMC Connexional and at District levels doing on their behalf. If it is appropriate for your membership to receive a paper newsletter then produce one. Make these look professional - easy to read and well designed. *Do not overdo the contact; probably once a month is enough unless there are important news items coming up.*

Process Membership Renewals Promptly – Annual Commitments

Ask people to renew their membership well ahead of time. Send at least two reminders if you don't hear from them. Also make a follow up phone call. Ask them to renew by direct debit as renewal will be automatic. It is advisable to develop a routine for commitments renewal as opposed to asking commitments in November; then June linked to the July Annual BMC Convocation then suddenly February or March. I must be well established per district that BMC Financial Year for the Connexion is 1 June to 31 May following year therefore for the Connexion 1-30 June

of every year Connexional Membership through commitments must be renewed; as the list of committed members is submitted all changes to the data base, if any must be submitted e.g. new email addresses; members no longer on email but should receive postage etc. **Every district should define its financial year and membership renewal and adhere to its own timelines.**

MULTIPRONGED COMMUNICATIONS STRATEGY therefore refers to *consciously developing an ability to communicate and reach out to all members* (not some with isolation of other) simply by categorising per District Data Base, revisited quarterly:-

- **Email Category (e-zine days):** ‘often the most efficient method of communication’ – Is it still working and or its rejecting every time;
- **Postage – Hard Copy Category:** obtain postal addresses that are working and up to date; if none use physical addresses;
- **Bulk Text Messages (SMS’es)** are preferred and more inclusive than the ‘What’s Up – Groups’
- **What’s Up Groups :** can be used with caution of adhering to purpose for the group, *not sharing of jokes 24/7;*
- **Social Medial (Facebook/Twitter) :** can be used with caution of adhering to purpose – there must be etiquette and awareness of social media potential toxicity.

3) DEVELOP PROGRAMMES AND SUSTAIN, ‘BASICS OF PROGRAMMES DESIGN’

Programmes are interventions and or projects linked to implementation plans and or project plans (business case) and or operational plans. Programmes are linked to strategy and or specific goals often seen as practical deliverable component emanating from the strategy.

BMC Members Often Ask: What programmes and or Projects are to be done by the BMC Annually. While this question is pertinent it also reflects lacking understating of BMC ideology, i.e. **BMC Vision:** *Transformed MCSA that is resourceful, inclusive, and Christ-Centered African Church;* **BMC Mission:** *To Transform the MCSA into a truly African Church by challenging the Eurocentric*

power structure, ethos and practices of the MCSA by equipping Black Methodists to contribute meaningfully and actively in the MCSA given the context of Africans. BMC as a formation within the MCSA exist as a Catalyst within the MCSA. BMC succeeds by influencing MCSA to do what favours the previously disadvantaged, Black Methodist; by enlarge programming belongs to the MCSA with BMC as a catalyst **EXCEPT** the following that are generic to the BMC as an enabler and or equipping:

- **INFLUENCE TRANSFORMATION AGENDA OF THE MCSA > THINKTANKS FOCUS ON DEVELOPMENTS REGARDING: EMMU; DEWCOM; FINANCES; TRUST & Properties; STRUCTURES and REVISION (L&D Legal Review Commission) > these are the leverages of influence for the BMC;**
- **CULTIVATE ORGANISATIONAL RENEWAL FOR EFFECTIVENESS > Internal and External Effective Multipronged Communication aimed at building COALITIONS and or PARTNERSHIPS that work towards Organisational Growth – BMC internal focus on its capacity as a movement;**
- **DEVELOP CUTTING EDGE CAPACITY BUILDING & EMPOWERMENT > focuses on Effective Leadership "Class; Organisations and its Officials; Stewardship as the Administrative Centre that must hold 'Society/Circuit"; Cultivating Culture of Good Governance and Accountability ; MCSA Financial Management; etc. > this is the FLAGSHIP Programme of the BMC**
- **PROMOTE GENDER EQUITY – also for the purpose of transforming the MCSA;**
- **DEVELOP THEORETICAL HANDLES ABOUT BEING BLACK AND BLACKNESS IN THE 21st CENTURY > BMC internal focus on its capacity as a movement;**

The above are BMC Programmes as driven by BMC Core Driving Values like African Theology and Black Theology; strategic; Justice; etc.

District BMC Programmes should respond to **LOCAL CHURCH NEEDS** aligned to the above BMC Agreed Connexional Programme Deliverables per implementation Matrix.

4) USING TOOL KITS AND CHECKLISTS

A checklist is a type of job aid used to reduce failure by compensating for potential limits of human memory and attention. It helps to ensure consistency and completeness in carrying out a task. **A basic example is the "to do list"**.

A Checklist is a tool kit that is a quality tool that is so often underused that we thought we would rehash details about it in the hope that it regains its lost glory. **It is 'Check List'**. Definition: **A checklist is a catalogue of items/tasks that are recorded for tracking.**

Based on the BMC Connexional Implementation Matrix, 2015_Onwards as an output of Lekgotla_2014 November, each district could select one (1) and or two (2) activities per Key Result Area; then develop a checklist on activities to be done; monitor the activities quarterly to ensure there is no failure of implementation.

EXAMPLES OF CHECK-LISTS AS TOOLKITS

A. BMC Programmes Checklists (for Consultations; Summits; Workshops etc.)

UNIT OF ANALYSIS - VARIABLES	YES OR NO	COMMENT ON DEVIATIONS
Gender Balance: Male vs. Female		
Ethnic/Tribal Balance: the face of the MCSA Connexion		
Language Use Sensitivities and or Consistent Interpretation: the context of the MCSA		

UNIT OF ANALYSIS - VARIABLES	YES OR NO	COMMENT ON DEVIATIONS
Connexion		
Priesthood of All Believers: Clergy vs. Non-Clergy (Laity)		
Programme Content: linked to BMC Vision/Mission and Key Results Areas and or deliverables per. Implementation Matrix		

B. BMC Minimum District Deliverables – Checklist – as at 2014/15 Until 2019/20

MINIMUM DELIVERABLES PER DISTRICT	TARGET PER DISTRICT	FACTS AND FIGURES: WAS IT DONE: YES OR NO [WHEN]	COMMENT ON DEVIATIONS: WHY WAS IT NOT DONE OR WHAT DROVE ITS SUCCESS
<p>Developed District Year Plan (January to December, Activities that respond to both <i>Local District Needs and BMC Connexional Mandates per Implementation Plan</i>).</p> <ul style="list-style-type: none"> • Timeous signed off Year Plan, not later than December each year, tabled in a District General Meeting; • Not to plot Other Org. Events on BMC Year Plan <u>except</u> when the BMC is partaking on programmes 	<p>01 Year Plan + Content Analysis</p>		

MINIMUM DELIVERABLES PER DISTRICT	TARGET PER DISTRICT	FACTS AND FIGURES: WAS IT DONE: YES OR NO [WHEN]	COMMENT ON DEVIATIONS: WHY WAS IT NOT DONE OR WHAT DROVE ITS SUCCESS
<p>imparting knowledge (not fraternal greetings); simply ensure no clashing of dates;</p> <ul style="list-style-type: none"> Always plot MCSA Synods and Conferences for the timing of own BMC Interventions relating to Decision Making and Influence. 			
<p>Cleaned, up to date Active District Data Base of All Committed Members separated from BMC friends and partners data base;</p>	<p>01 Data Base Per District + Content Analysis</p>		
<p>Effective multipronged communication strategy that bridges digital divide;</p>	<p>Observation on output</p>		
<p>Correct use of supportive technologies: Emails; Texts/SMS's; Social Media (Facebook; Twitter; What's Up)</p>	<p>Observation on output</p>		
<p>General Meetings target 4 per year (one per quarter)</p>	<p>04 General Meetings</p>		
<p>Capacity Building Intervention X2min per year e.g.</p> <ul style="list-style-type: none"> SEMESTER 2: Circuit Based Workshop – could be CLUSTER driven > <i>Leadership; Organisational Growth; Stewardship (Circuit & Society) Training</i> 	<p>02 Workshops BMC Led- Initiated; Timing Analysis to MCSA 'busy' Calendar + Content</p>		

MINIMUM DELIVERABLES PER DISTRICT	TARGET PER DISTRICT	FACTS AND FIGURES: WAS IT DONE: YES OR NO [WHEN]	COMMENT ON DEVIATIONS: WHY WAS IT NOT DONE OR WHAT DROVE ITS SUCCESS
<ul style="list-style-type: none"> • SEMESTER 1: Pre-Synod Workshop 	Analysis		
<p><i>Every district must have a district consultation X1 minimum per year (Full Weekend Friday Evening Until Sunday; do BMC Programmes also resource BMC Programmes through EBF)</i></p> <ul style="list-style-type: none"> • <i>Timing should always be before July; Preferable between May and June;</i> • <i>If it's in May it could also integrate PRE-SYNOD Content to maximise on resources and time management.</i> 	01 District Consult. + Programme Content Analysis		
Produce An Analysed Annual Report January – December per District, balanced in terms of quality vs. quantity analysis	01 per annum		

5) ORGANISATIONAL GROWTH AND EFFECTIVENESS

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 19th and 20th 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) Nurturing partnerships that work through coalitions, joint ventures and collaborative interventions.

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.

BMC at all levels should pay special attention to: **Motivation and Teamwork** as critical success factors for Organisational Growth and Effectiveness, that means less or no conflicts and appetite and or fuel to implement BMC programmes.

6) BMC RISK MANAGEMENT AND MITIGATIONS

RISK	POSSIBLE MITIGATION
<ul style="list-style-type: none"> <i>Total BMC dependency for BMC Programmes Implementation on the Clergy presence and or consent;</i> 	<ul style="list-style-type: none"> While continuing to recruit ministers there must be conscious <i>delinking of BMC success to Clergy Membership;</i> thus

RISK	POSSIBLE MITIGATION
<ul style="list-style-type: none"> • Pull and Push Factors at Play <ul style="list-style-type: none"> ○ The number of clergy within the BMC not increasing – <i>Mission Stationing seen as bread and butter no longer discussed at the BMC;</i> ○ Black on Black accountability ‘<i>Cultivating culture of accountability and good governance</i>’ 	<ul style="list-style-type: none"> • Focus should be on strategic recruitment of MCSA Decision makers – Circuit Stewards and Leaders; once that critical mass of decision makers is in the BMC, Clergy will have a tough decision to make, <i>join or risk being a loner and own agenda that are covert become overt!</i>
<ul style="list-style-type: none"> • Malfunctioning District Executive who become gate keepers even to the Connexional Executives interventions, with membership kept stagnant 	<ul style="list-style-type: none"> • BMC to revive District Clusters and allocate specific deliverables per cluster; • Direct programme delivery from Connexional Executive e.g. to Clusters and or through THINK TANKS and or Connexional Task Teams • Intently focus and fast-track ‘establishment of BMC Circuit-based living cells’ begin to model what it means to develop and implement change ideas
<ul style="list-style-type: none"> • Delivery by ‘smaller’ BMC Circles vs. Making the Circle ‘bigger’ through COALITIONS: Fear of throwing the net wider ...lacking diversification all delivery depends on District Executives ; if they fail – BMC Collapses 	<ul style="list-style-type: none"> • Working on relationships and maximize for programme implementation <ul style="list-style-type: none"> ○ Partnerships that work ... not simply exchange of gifts (envelope relationships) but ○ Substantive Programme Content Development and delivery With LPA; WM; YWM; MYU; etc. • Think Tanks and Technical Working Groups like – Gender

RISK	POSSIBLE MITIGATION
	Equity, Bursary Committee <u>should avoid and or limit giving Tasks to Districts</u> but DELIVER directly on behalf of the Connexional Executive to CLUSTERS OF DISTRICTS or directly to CIRCUITS

CONCLUSION TO PRACTICE NOTES – HANDBOOK FOR BMC DISTRICT EXECUTIVES

Please kindly provide continuous feedback to the Connexional Secretariat on the **BMC # HOW TO”! SERIES 1 BOOKLET – 2018**; is it helpful or not, how so? In order to improve on **BMC # HOW TO”! SERIES 2 BOOKLET – 2019 (July_2019 Natal West – Contents to be approved in February 2019 at KNB)**.

TYPICAL TOXIC LEADERS

Five typical toxic leaders exist:

- **The Cold Fish:** the ends justify the means. So any decision and action is justifiable in terms of the results desired.
- **The Snake:** the world serves me in the endeavour to satisfy my personal needs like greed, status and power.
- **Glory Seeker:** personal glory and public visibility at any cost, regardless of whether I have made any real and meaningful contribution.
- **Puppet Master:** absolute, centralised control over everything and anyone, under all circumstances.
- **Monarch:** ruling the organisation as if it is my kingdom. All of its assets are available for my personal use.

TYPICAL TOXIC ORGANISATIONS

The typical manifestations of a toxic organisation resulting from toxic leadership are:

- Negative emotional moods and mood swings: anger, despair, despondency, frustration, pessimism and aggression.
- Unproductive and meaningless work.
- Destructive and counterproductive conduct.

- Employee physical and emotional disengagement and withdrawal such as absenteeism, lack of contribution, and turnover.
- Unethical, deviant conduct: theft, fraud and sabotage.
- Poor well-being and health.
- Low (team) morale and work satisfaction.
- Organisational dis-identification and low organisational commitment.
- General life dissatisfaction.

But organisations can be toxic in their own right through the organisational culture they have. Organisational culture refers to shared ways of seeing, interpreting and acting upon the world that becomes ingrained in an organisation's DNA. It's the glue holding it together and provides an organisation with a way of looking at and relating to the world.

When toxic patterns become ingrained into the DNA of an organisation the following patterns emerge:

- **Paranoid:** the defensive, afraid, suspicious, trusting no-one or nobody organisation.
- **Compulsive:** the over-planned and over-programmed organisation.
- **Hyperactive:** the impulsive, unfocused organisation, acting like an adolescent.
- **Deflated:** the energyless, depressed and impotent organisation.
- **Delusional:** the reality estranged, make-believe organisation, living in a world of its own.
- **Conscienceless:** the unethical, amoral organisation.

There appears to be a growing incidence of the cancer of toxic leadership and organisations. This is in no uncertain terms endangering the well-being of organisational members, compromising future sustainable organisational, community and societal performance and success, as well as the very continued existence of them.