

REACH

Governance Memorandum

1. Introduction

1.1. Preamble

- 1.1.1. This document provides the governance framework for REACH. It describes in detail why REACH exists and how it is governed. It provides detailed information about how funds are raised, reported on and the criteria used in the deployment of these funds.

1.2. Terms and definitions

- 1.2.1. ENSA – Every Nation Southern Africa
- 1.2.2. REACH – Refers to the ENSA Church Planting Strategy set out by the ALT
- 1.2.3. ERM – Every Nation Resource Ministries
- 1.2.4. ALT – Apostolic Leadership Team of ENSA
- 1.2.5. EXCO – Executive team of REACH
- 1.2.6. BOD – Board of directors of ERMM
- 1.2.7. PC – Partnering/Participating Local church
- 1.2.8. VISION – Refers to the vision of NSA
- 1.2.9. Beneficiaries – The are people or projects that benefit from funds provided by the REACH fund
- 1.2.10. FO – Financial Office of AD
- 1.2.11. Available Funds Policy – refers to the policy that when a fund reaches a zero balance there will be no more expenses approved from that fund. Funds cannot run an overdraft.

1.3. Mission Statement

- 1.3.1. REACH serves to combine our hearts, efforts, finances and resources as local churches of Every Nation Southern Africa, mobilizing every member to participate in fulfilling our God given mandate to make disciples, fulfilling our vision and mission to plant churches and campus ministries in every nation in Africa and beyond.

1.4. Why was REACH formed?

- 1.4.1. To help facilitate the coordination of the church planting and missional efforts of the ENSA churches
- 1.4.2. Help provide an apostolic focus to the church planting and missional efforts of the churches within ENSA. This is done by working closely with the churches and members of the ALT.
- 1.4.3. Synergize the resources (financial and human) being used to execute the church planting and missions within ENSA. By coordinating the collective missions been run on the ground, resources can be used more strategically.

- 1.4.4. Assist our local churches to mobilize every member to become an active partner in our vision & mission.
- 1.4.5. Serve the local churches by helping to establish a missions and church planting culture in their congregations.

2. Governance and Leadership Structure

- 2.1. REACH is subject to the governance structure as set out in the constitution of ENRM
- 2.2. The EXCO reports to the BOD of ENRM in all financial matters relating to REACH including but not limited to:
 - 2.2.1. The management of the funds received by REACH
 - 2.2.2. The support and care of missionaries
 - 2.2.3. The assessment of the people being deployed through REACH
 - 2.2.4. The quality and assessment of the church plants going from the region
 - 2.2.5. The vision and mission of REACH
 - 2.2.6. Training and development of all missionaries and church planters

3. Roles and Responsibilities

- 3.1. Apostolic Leadership Team (ALT) - Phillip
 - 3.1.1. The highest priority of the ALT is to state and communicate REACH (ENSA Church Planting Strategy). This is done in consultation with the cluster and cluster leaders of ENSA.
 - 3.1.2. The ALT ensures all clusters are encouraged to support REACH.
- 3.2. Clusters Coordinator - Phillip/Andrew
 - 3.2.1. Each Cluster appoints a missions director to represent that cluster who is then responsible for the roles of the cluster going forward.
 - 3.2.2. The Cluster is responsible to communicate the news of church plants and missions to all member churches. The member churches then communicate with their congregations.
 - 3.2.3. The clusters are responsible to cultivate support for missions and church planting with the churches represented in their cluster.
 - 3.2.4. Through consultation with the churches in the cluster, the cluster presents to ALT the nations and the church plants they would like to see engaged in.
 - 3.2.5. The clusters then adopt one or more of the nations or church plants that form part of the church planting strategy presented by the ALT. This is what is referred to as REACH. This may or may not include the nations that was presented by the cluster to the ALT.
 - 3.2.6. Through the Cluster the member churches are encouraged to support REACH.
 - 3.2.7. The clusters are responsible to keep the member churches focused on the vision of REACH.

3.3. REACH Africa/European coordinators

- 3.3.1. Pioneer new church plants in their regions
- 3.3.2. Establish existing plants to become sustainable. A plant is self sustaining when
 - 3.3.2.1. There is a recognized leader focused on the plant
 - 3.3.2.2. The plant is self multiplying
 - 3.3.2.3. The plant is self funding
 - 3.3.2.4. There is a committed core team focused on the plant
- 3.3.3. Link between the plant and the overseeing cluster of that plant.
- 3.3.4. Oversee the church planting directory in the region assigned to them. The church plant data in this directory must be kept updated at all times

3.4. REACH EXCO (National Office) - Andrew

- 3.4.1. The EXCO shall be responsible for the administration of the finances in accordance with the regulations as set out in the Constitution of ENRM
- 3.4.2. The EXCO looks for opportunities to synergize and coordinate the missions and church planting efforts of local churches thus maximizing the use of the resources available.
- 3.4.3. Facilitate training and support for missions in ENSA
- 3.4.4. Provide all the fund raising infrastructure used by the clusters and churches.
- 3.4.5. Provide finance reports to the churches and clusters. This is provided using the default online tools available. For specialized reporting please contact the REACH office

3.5. REACH Director - Phillip

- 3.5.1. Leads the EXCO team
- 3.5.2. This person is a member of and reports to the ALT and is responsible to ensure that the ENSA Church Planting Strategy (REACH) is clearly defined and communicated to the ALT and Clusters.
- 3.5.3. Works with the cluster leaders ensuring that they are effectively execute their role described in this document
- 3.5.4. Oversees the consultation between the clusters and ALT ensuring that the REACH strategy is both apostolically focused and representative of the views and motivation of the supporting clusters within ENSA.
- 3.5.5. Oversees the assessing of all the church planters being deployed to the REACH strategy.
- 3.5.6. Ensures that all church plants are overseen by a local church within ENSA. This person helps ensure that the church plant builds on the foundations and principles set out by the ALT.
- 3.5.7. Oversee the annual ALT and campus church plant planning.
- 3.5.8. Work with and collaborate with the Global Church Plant and Mission Leaders of EN global

3.6. Church Planting and Campus Leader - ?

- 3.6.1. Assessment in South Africa
 - 3.6.1.1. Planning and marketing

- 3.6.1.2. Annual event/assessment
- 3.6.1.3. Oversight, stewardship and finances
- 3.6.1.4. Communications and feedback to sending churches and clusters
- 3.6.2. Bootcamp Training “Church Plant Track” Every Nation Ministry School
 - 3.6.2.1. Curriculum development
 - 3.6.2.2. Planning, marketing and recruitment
 - 3.6.2.3. Pre-training oversight
 - 3.6.2.4. In-house training oversight
 - 3.6.2.5. Ongoing coaching
- 3.6.3. Church & Campus New Plants Scout, Consulting and Grow
 - 3.6.3.1. Scout for new plant possibilitiesBuild relevant national and regional relationships
 - 3.6.3.2. Collaboration between new plants and overseeing clusters and churches
 - 3.6.3.3. Church/Plant consulting 0-100 bracket
 - 3.6.3.4. Collaborate between Reach Missions Director, cluster and on all missions and plants
 - 3.6.3.5. Ensure ultimately local cluster connections and involvement
 - 3.6.3.6. Connect the Southern African Clusters to new Countries/Cities after Scouts and help the connection, assessment and consultation outside borders of South Africa until the Cluster can direct the process.
 - 3.6.3.7. Help contextualization of Church Consultation outside the borders of South Africa in the African context
 - 3.6.3.8. Health and Growth of all new plants

3.7. ENSA Ten Day Missions Director - Theam

- 3.7.1. The mission’s director reports to the person on the ALT responsible for church planting and missions. In the event that the ALT chooses to adopt a new portfolio on the ALT for missions then this person will report to the ALT.
- 3.7.2. Develop and lead an EXCO for missions that will oversee the missions in ENSA
- 3.7.3. Provides missions training and support to missions leaders and churches sending out missions
- 3.7.4. Ensure that the Missions directory is kept up to date at all times
- 3.7.5. Ensure all clusters have a trained REACH coordinator.
- 3.7.6. Ensure that there is Ten Day Missions participation from all Southern African Clusters
- 3.7.7. Coordinate all Southern Africa Missions between clusters and regions where necessary

- 3.7.8. Co-Connect with the Ten Day Mission Global Leadership Team to ensure synergy, alignment and unity.
- 3.7.9. Ten Days
 - 3.7.9.1. Annual planning oversight from all the Clusters
 - 3.7.9.2. Stewardship of Ten Day leaders toward the Mission, Vision and Values of Every Nation
 - 3.7.9.3. Ensure that the Ten Day Training material is up to date and used by all the Southern African Clusters
 - 3.7.9.4. Receive feedback from all the Ten Day Mission annually in Southern African Clusters and give feedback to ALT Leadership in year end report.
 - 3.7.9.5. Ensure that there is Cluster & Senior Leader alignment in all Southern African Clusters
 - 3.7.9.6. Communicate monthly with Ten Day Cluster Leaders and where necessary with Cluster Leaders
 - 3.7.9.7. Plan relevant scout missions in synergy with African and European Co-ordinators
- 3.7.10. Church Planters / Missionary Care
 - 3.7.10.1. Provide the necessary training for coaching and caring for missionaries within the clusters
 - 3.7.10.2. Ensuring all missionaries and church planters are assigned a coach to oversee and care for them

3.8. Executive Director - Andrew

- 3.8.1. Helps to synergies the roles of both the church planting leader and mission director.
- 3.8.2. This person reports to the BOD of ENRM
- 3.8.3. Oversee the effective operations of the functions needed to execute REACH
- 3.8.4. Oversee all the finances managed and received through REACH.

3.9. Senior Pastor - Phillip

- 3.9.1. It is his/her duty to keep the vision of REACH at the forefront of the congregation.
- 3.9.2. To support and empower the REACH coordinator to fulfill his/her function.
- 3.9.3. To provide feedback to the church members regarding the testimonies and accomplishments of REACH in the church and / or Cluster.
- 3.9.4. Appoint the right person to fulfill the role of REACH coordinator
- 3.9.5. Make use of Sunday services to motivate and encourage the church to engage in REACH.

3.10. Cluster REACH leader - Phillip

- 3.10.1. Ensure that the beneficiaries represented in that cluster provide monthly feedback about testimonies and news to the Cluster missions director who will then communicate this to the Cluster and member churches.
- 3.10.2. At the same time to make the above news available to the REACH office in so we can share this if needed with other clusters.
- 3.10.3. Ensure that at all cluster meetings/phone calls these testimonies are celebrated. Churches need to be encouraged to celebrate the success of REACH in their churches. In summary represent REACH at all cluster gatherings.
- 3.10.4. Attend and engage in national REACH monthly meetings. This includes reading through the agenda beforehand and coming ready with suggestions and solutions to the meeting.

3.11. Local Churches REACH leader - Andrew/Phillip

- 3.11.1. Work with the senior pastors to provide feedback to the congregation about the accomplishments of REACH within the cluster and / or local church. It is the role of the REACH coordinator to cultivate a missions and church planting culture in the local church.
- 3.11.2. These people will ensure that any beneficiaries represented by these local church provide the required testimonies to with their cluster coordinator or mission's director. They will work in conjunction with their cluster leader to accomplish this.
- 3.11.3. To run regular REACH events in the local church. This is an event that can be run on Sundays or as a special conference/series wherein the vision to REACH Africa and beyond is placed before the members of the congregation. This is where the opportunity is given to renew giving and share testimonies and stories.
- 3.11.4. Ensure that partners in your local church are celebrated in some way each year. This could be in the form of a Banquet.
- 3.11.5. Identify and enroll new leaders for the various national training schools and assessment centers provided by REACH.
- 3.11.6. Work with the operations office to handle lapsed partnership. The operations office does not communicate with donors directly, this is done through the relationship that exists between the donor and the local church.
- 3.11.7. To present the financial reports of REACH to your churches and cluster as needed.
- 3.11.8. Attend and engage in national REACH monthly meetings. This includes reading through the agenda beforehand and coming ready with suggestions and solutions to the meeting.
- 3.11.9. Each REACH leader is responsible to keep the national missions and church planting database from their area updated.

3.12. Beneficiary - Andrew/All

- 3.12.1. All beneficiaries are required to send monthly feedback (via email) to the REACH missions coordinator of the local church they report to. This feedback involves at least one picture and a minimum of 10 lines of testimony or story. This is crucial to the long term sustainability of the partnership. We have to communicate back to donors what is happening on the ground with the money they have pledged. Failure to comply with this may result in the suspension of the funding.
- 3.12.2. Give the REACH EXCO advance notice of any significant changes in ministry and/or location.

- 3.12.3. Work toward a close partnership relationship with The Church in general.
- 3.12.4. The beneficiary understands that he/she is responsible to execute the mandate for which the funds have been given. He/she understands that the funds they are receiving has been given in faith by the donors with the understanding that the funds will be used in executing the mandate of REACH.
- 3.12.5. All church planters need to check in with the coach at least once per month.

4. ENSA Church Planting Strategy (REACH)

- 4.1. The REACH vision is undergirded by the ENSA church planting strategy. This process of formulating this strategy is critical to the success of our vision here in ENSA. This process results in a document that outlines the directive and prioritized mandate for REACH in ENSA.
- 4.2. The process of determining this mandate involves an intentional consultation between the ALT and the clusters within ENSA. This process is led by the ALT leader for church planting. The tension in this process is vital to the success of REACH in order for the clusters and churches to buy-in to the apostolic vision
- 4.3. Role of Clusters in the above process
 - 4.3.1. Each cluster leader facilitates a process within the cluster where the member churches of that cluster will engage around the nations and / or church plants that represent those churches
 - 4.3.2. The end result of this process is a list of nations that the cluster believes it should be taking ownership of within ENSA
 - 4.3.3. This result is presented to the ALT
- 4.4. Role of ALT in this process
 - 4.4.1. The ALT produces the final church planting strategy for ENSA. This process needs to be inclusive of the full ALT and is facilitated by the ALT member responsible for church planting and missions.
 - 4.4.2. This final strategy is then taken back to the clusters by the ALT leader overseeing the clusters.
- 4.5. In the event that a cluster would like to engage in a nation/church plant that has not made it onto the final REACH strategy the following process will be followed:
 - 4.5.1. The leaders of the cluster together with the ALT cluster leader and ALT church planting leader will engage around the merits of the nation and/or church plant that has not made it onto the final REACH strategy.
 - 4.5.2. We want to maintain a healthy balance between the ownership clusters have of REACH and the apostolic focus that the ALT provides through REACH. This is a tension that needs to be managed relationally at all times.
 - 4.5.3. If after this engagement there are strong merits to include this nation/church plant onto the final REACH strategy, it will be included in the strategic objective of REACH. Note this inclusion could be set for a future date.

- 4.5.4. In the scenario where the cluster feels strongly that they should continue to engage in a nation/church plant that cannot be included in the REACH strategy, it will then be up to that cluster to give oversight entirely to that nation/church plant.

5. Financial Governance

5.1. Accountability

- 5.1.1. REACH reports to the BOD of ENRM on all matters relating to the finances.
- 5.1.2. REACH adheres to all the financial regulations and requirements as set out in the ENRM constitution
- 5.1.3. REACH will provide every church plant / nation that has been approved by the ALT as part of the REACH strategy with a designated fund in which all funds for that church plant will be collected
- 5.1.4. REACH will also provide every cluster with a general fund where non-designated funds will be collected for distribution to be determined by the cluster leadership.
- 5.1.5. The following describes the governance that exists over each of these types of funds:

5.1.5.1. Designated Funds

- 5.1.5.1.1. All funds that end up in a designation are overseen by leaders of that church plant in conjunction with the overseeing church and cluster to which the overseeing church belongs
- 5.1.5.1.2. In the event that more than one cluster is supporting a church plant, the ownership of that fund still remains with the cluster that the sending church is a member of.
- 5.1.5.1.3. The church planting leader will have access to all online reports for this fund
- 5.1.5.1.4. These funds will not be allowed to be drawn down to a zero balances, they are expensed based on an availability of funds policy

5.1.5.2. General funds

- 5.1.5.2.1. Any funds allocated to the general fund are governed by the cluster leaders for that general fund. How these funds are spent or where they are allocated are decided upon by the cluster leaders ensuring that the principles outlined in section 7 and 8 are adhered to.
- 5.1.5.2.2. In the event that funds in a general fund are allocated for a designated fund, once the funds have been moved across to the designated fund, they fall under the oversight of the designated leader, overseeing church and member cluster.

5.2. The following principles are used to govern the relevant budgets within REACH

5.2.1. Operations Budget

- 5.2.1.1. This budget is managed by the EXCO and overseen by the finance officer.
- 5.2.1.2. This budget is approved by the EXCO

- 5.2.1.3. The operations department can execute this budget without any further authorization provided it remains within the approved amounts. Any out of budget items need to be approved by the sitting EXCO

5.2.2. Missions budget

- 5.2.2.1. This budget is managed by the missions director and EXCO of REACH
- 5.2.2.2. This budget is approved by EXCO
- 5.2.2.3. The missions department can execute this budget without any further authorization provided it remains within the approved amounts. Any out of budget items need to be approved by the sitting EXCO

5.2.3. Designated fund

- 5.2.3.1. These budgets are drawn up at the discretion of the overseeing church planter and cluster.
- 5.2.3.2. Monies in these designated funds will be dispensed by the finance office if:
 - 5.2.3.2.1. The Available Funds Policy is honored.
 - 5.2.3.2.2. The request is made by an authorized person. In the case of designated funds, the authorized person is either the overseeing leader, overseeing church or leader of the cluster where the overseeing church is a member of.

5.2.4. General Funds

- 5.2.4.1. The general funds provided to each cluster are managed by the leadership of that cluster.
- 5.2.4.2. Funds will be dispensed from these general funds provided:
 - 5.2.4.2.1. The Available Funds Policy is honored
 - 5.2.4.2.2. The request is made by an authorized person. In the case of the general funds, the authorization needs to come from the Cluster Leader.

5.3. The following fees and distributions are applied to all monies coming into REACH

- 5.3.1. 70% goes toward the General Funds above and are governed by the cluster leadership
- 5.3.2. 30% goes toward the operations and missions departments of REACH and is governed by the EXCO. The budget items covered by the above 30% include, but is not limited to:
 - 5.3.2.1. Office rentals
 - 5.3.2.2. Mission training and tools
 - 5.3.2.3. Scouting missions approved by EXCO
 - 5.3.2.4. Staff salaries including, bookkeepers, finance officer, designers, communications and data processors
 - 5.3.2.5. ENSA missions director budget
 - 5.3.2.6. Printing, design and media
 - 5.3.2.7. IT and systems

5.3.2.8. Service charges (e.g. bank charges)

5.3.2.9. Provide all entities with online pledging tools.

6. Beneficiary Qualification Criteria

6.1. The decision where we plant churches and where funds are deployed rests with the ALT and Cluster leadership team using the principles and framework described in the document above. Here we describe however the principles that will be used in making these decisions.

6.2. Church Planting

6.2.1. The church plant must fall within the jurisdiction of one of the Every Nation Regional Leaders teams.

6.2.2. The church plant must have a leader or at least a leader that will be going through the assessment centre.

6.3. Missionaries/Church Planters

6.3.1. All applicants must be in agreement with Every Nations Church's Statement of Faith, Mission, Vision, Values and our criteria of what an Every Nations church is and commit to do.

6.3.2. Missionaries / church planters supported through REACH must have passed through the training and assessment process that has been set by the ALT

6.3.3. Their ministry assignment must fall within the jurisdiction of one of the Every Nation Regional Teams worldwide.

6.3.4. They must have a proven track record in ministry.

6.3.5. They must demonstrate the qualities found in 1 Timothy 3:1-10.

6.3.6. Their local church must be in agreement with their decision.

6.3.7. Their family must be in order and in agreement with their decision.

6.3.8. There must be agreement that the person has sufficient ministry experience and training.

6.3.9. All missionaries must have a medical aid that covers them for the duration of the ministry assignment.

6.3.10. We expect all relevant medical precautions and risks associated with the region being deployed to be taken into account in the medical assessment and preparation for deployment.

6.4. Missions

6.4.1. The mission must have as one of its direct outcomes to plant a church in the location to where the mission is going. This church plant must be overseen by one of the Every Nation Regional Teams

6.4.2. The location must be in one of the locations approved by the ALT forming part of the REACH strategy

7. REACH Partnership to beneficiary

- 7.1. REACH recommends that the following when it comes to determining how much support to give someone and where to deploy that support:
 - 7.1.1. For the first year starting from the date of deployment, to cover 15% of the lead planters approved salary as set by the sending church.
 - 7.1.2. For the second year to cover 10% of the approved salary goal as set out by the sending church.
 - 7.1.3. Provide a once of amount to help with a basic church planters startup kit. The contents of this startup kit are set by the team leading the School of Church Planting.
 - 7.1.4. Covering the costs of the relevant health care needed for the lead planter and his/her family. This commitment will extend for a 2 year period at which point the local church needs to pick up the cost. This will be over and above the percentage allocation provided for above.
 - 7.1.5. Relocation costs would be considered in certain cases, but that we would prioritize on-going church plants.
 - 7.1.6. The following list includes, but is not limited to, the items which are not included in scope of support:
 - 7.1.6.1. The purchasing of houses and offices related to the church plant
 - 7.1.6.2. Schooling for the children
 - 7.1.6.3. The purchasing of vehicles
 - 7.1.7. Termination of Support
 - 7.1.7.1. In the event that support needs to be terminated for whatever reason it will be up to the leadership of the cluster and overseeing church to communicate this with the beneficiary in question.