

Council of Evangelical Methodist Churches of Latin America and the Caribbean



STRATEGIC PLAN 2010 – 2013

BACKGROUND AND HISTORICAL FRAMEWORK

CIEMAL Strategic Plan is part of a process that began with the institutional analysis of the organization, from the decisions taken by the General Assembly and implemented by the Steering Committee of CIEMAL.

For the purposes of processing the institutional analysis, a Life and Mission Commission was appointed, which submitted its final report to the Directive in August 2009. At this meeting, the Steering Committee decided that for the purposes of the Strategic Plan, CIEMAL Executive Committee will work together with the Life and Mission Commission who prosecuted the institutional analysis.

The overall purpose of the Strategic Plan is to define the guide lines that express in a concrete way CIEMAL strategy in light of the problems, needs and challenges expressed by its member churches, and the role to be played by CIEMAL in relation to churches and cooperating agencies, and other agencies in the region and the world.

The planning process was advised by Creas (Regional Ecumenical Centre and Advisory Service), according to the terms of reference signed between CIEMAL and this Centre.

ANALYSIS OF CONTEXT AND FOUNDATION

Gospel Communication

Each Methodist Church has developed its own strategy for evangelization, with different emphases ranging from numerical growth, the expansion of new regions within countries, to cut more qualitative issues of personal and community development of the church. In this sense, rather than problems, what has been observed is the need to be a forum for sharing experiences and knowledge available to other churches, processed in different learning contexts within the region. Virtually all churches report that they have areas of work, programs or projects of evangelism. The wealth of experience is what you want to make available to sister churches in a space that allows both to learn from the experiences of these churches.

The churches see CIEMAL as the articulator of a continental forum which has as its theme the communication of the Gospel, a potential resource for the circulation and exchange of people with training and experience to strengthen the capacities of all the churches for evangelism.

Family and Community Violence

One of the main challenges identified by the churches has to do with the growing violence living families and communities, particularly among young people and women on the continent. Violence accounts for a complexity of personal situations, family and social, among which are cultural, growing drug consumption, migration and social and economic exclusion that has become structural in many Latin American and Caribbean countries. Social violence is expressed in an increase in cases of hired killers, human trafficking, child prostitution, kidnapping, drug trafficking and use of weapons. In congregations in outlying areas of cities and impoverished, violence is experienced with greater intensity.

This reality calls for the Methodist church to think their mission in contexts that appear as new realities, different from those churches were able to know decades ago, more bearing in account that the population living in these contexts, in some cases is 70 percent of membership. For the churches, the challenge is in finding ways to create spaces of containment and community restoration, to promote ways of living together beyond the escalating violence, both community and family.

Moreover, the mapping of needs and current development programs in churches, a significant percentage (80 percent of the churches), responded that develop education and training programs, and diaconate, social ministry and witness service, or Justice and Human Rights. The Methodist Church is aware, in this sense, of the potential to provide a Community framework with experience in educational and social work, that allows from the foundations to reconstruct the social fabric in those contexts where violence and exclusion have affected social relations.

The churches view CIEMAL as a promoter of the exchange of resources, knowledge and experiences that promote mutual learning among the churches, to improve the quality of community ministries, educational and social, in relation to situations of violence and exclusion.

Natural and socio-political emergencies

The situation of communities exposed to natural disasters and social and political emergencies has been seen by CIEMAL as a field in which the connectional and coordinated action among churches in the region, can make a significant difference in visibility and solidarity within and

outside the continental. In situations caused by earthquakes, hurricanes, floods or droughts, vulnerability adds living communities by armed conflict or political instability at national level.

The churches have indicated the need to have a public voice as a Methodist church in Latin America, providing pastoral care to the affected communities, while calling for solidarity with the churches and ecumenical partners inside and outside the continent. For the development of a prophetic diakonia on the continent, the churches understand the need to strengthen the capacity for public advocacy - effective policy, turning to those persons or entities capable of making decisions on matters affecting the churches and societies.

While in many countries, democratization processes have been consolidated in the continent, social and political events of 2009 call CIEMAL to develop visibility, solidarity and incidence and Methodist churches in Latin America.

New churches

Institutional analysis had widened in a number of problems regarding the relationship between CIEMAL and new Methodist churches on the continent. In this analysis, consensus opinion was that CIEMAL has an important role to play in relation to these churches, especially in what touches the Methodist Latin American and Caribbean identity, but also in relation to practical issues of organization and strengthening of institutional relations with sister churches and other agencies within and outside the region.

Moreover, the presence of CIEMAL has two more meanings, which are added to the first. A strategy to support the development of a new church cannot be developed solely by another of the Methodist churches in the region. Shifting patterns of organization, sort order of priests and consecration of bishops, to name a few topics, claim the presence of CIEMAL as continental bodies to make available to the churches these different experiences. Moreover, the strategy of working with new churches also needed an area of coordination with other churches and agencies outside the region.

In this sense, CIEMAL assumes, as the Methodist continental body, the challenge of developing a coordinated institutional strategy for working with new churches in Latin America and the Caribbean.

CIEMAL role in relation to other ecclesial and ecumenical actors

CIEMAL, Voice of Methodism in Latin America, is destined to play an important role in relation to other ecclesial and ecumenical actors, including churches and agencies that work in cooperation. In this sense, CIEMAL sees as necessary to enhance the dialogue and the dialogues between various agencies and churches with multiple levels, so as to strengthen institutional relations to develop shared strategies in CIEMAL priority action areas.

STRATEGIC AIMS

VISION

Being a fraternal and united expression as part of the body of Christ, to respond to his people, proclaiming the dignity and transformation of human beings and societies through the power of the Gospel of Jesus Christ, with visible signs of the Kingdom of God.

MISSION

From our identity Methodist strengthen connectionalism being built in the midst of diversity, resources and needs of the Methodist churches in Latin America and the Caribbean. Being an instrument of containment, service, witness, integral development and prophetic voice to a rapid process of dehumanization in our communities and peoples.

CIEMAL ROLE

- Being a flexible and agile answer in decision-making, from the needs expressed and experienced by the churches and the voices coming from the context, based on a mutual commitment to membership.
- As a space to promote connectionalism will prioritize the exchange of experiences among the churches as an expression of fellowship, learning and mutual support.
- CIEMAL will be the space of analysis and social and theological reflection of Methodism from a Latin American and Caribbean regional perspective, working on the reality of every church and country.
- It will also be a forum for expression of solidarity among the Methodist people, through prayer, and speaking publicly to social or political events, especially in emergency situations of environmental, political or social.

AREAS OF WORK, PROSPECTS AND STRATEGIES OF INTERVENTION

The Strategic Plan is structured from the following:

- **Areas of work** that expresses CIEMAL priorities, in specific and distinctive contribution to respond to the needs and challenges expressed by its member churches. The plan consists of four areas:
 - a. Gospel communication;
 - b. Overcoming violence;
 - c. Diakonia in emergencies;
 - d. New churches.
- **Perspectives** from which will focus CIEMAL actions. Here are four job prospects:
 - a. Integral health;
 - b. Educational and pedagogical perspective;
 - c. Promotion of change (impact);
 - d. Self sustainability;
- **Intervention strategies**, which include various kinds of activities to develop to account for the goals. These strategies are:
 - a. Facilitation;
 - b. Articulation;
 - c. Promotion of joint projects;
 - d. Training;
 - e. Resource mobilization;
 - f. Promotion of partnerships.

AREAS OF WORK

Main Objective: To promote the response and joint action of the Methodist movement in Latin American and Caribbean acting as the values of the Kingdom of God against the different contexts that our people lives.

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| <ol style="list-style-type: none">1. GOSPEL COMMUNICATION: Specific Objective - To promote mutual learning that enriches the various forms of communication of the Gospel.2. OVERCOMING VIOLENCE: Specific Objective - To promote joint action by the various manifestations of violence within the family, and those that occur in social life.3. DIAKONIA IN EMERGENCIAS: Specific Objective - Coordinate |
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the efforts of churches and other organizations with expertise in the subject for a coordinated response to various crisis situations that occur in the different countries of Latin America and the Caribbean.

4. **NEW CHURCHES:** Specific Objective - Contribute as a body with the newer churches in their formation, growth and organization into one based on the principles and practices of the Methodist churches in Latin America and the Caribbean.

PERSPECTIVES

- **Integral Health**, integrating CIEMAL's experience in this area, working with the community in the promotion of health from a rights **perspective**, citizen participation that values cultural roots, pointing to a sustainable community development and having as fundamental the equity, integration and empowerment. This approach, which theoretical and methodological development has taken place in recent decades, must not to be confused with the program of the same name
- **Educational – Pedagogical**, promoting popular and liberating education, which takes into account the knowledge, skills, practices and cultures of the educated, developing new and creative capacity to transform reality.
- **Promotion of change (impact)**, going beyond the bustle and the implementation of activities, both from the scope of the results expected from the plan, can say significant and sustainable changes in people, churches and communities, in a sense consistent with institutional purposes of CIEMAL.
- **Self sustainability**, which it possible to exploit the resources (human, material, information, financial), to share a stewardship that provides for the connectionalism Methodist, and to establish a strategy for cooperation with other churches, agencies, social organizations and agencies at continental level world.

INTERVENTION STRATEGIES

- **Facilitation**, For the purposes of promoting dialogue, understanding and possible agreements among its member churches and agencies, CIEMAL will act as a logistical and methodological facilitator to the processes, creating a listening space with mutual trust that allows a discussion and decision

making that respects the diversity. This facilitator role involves listening skills, promoting mutual respect, and political and methodological support to facilitate consensus on common understanding and action among churches and agencies CIEMAL.

- **Articulation**, To enforce the connectionalism between churches and agencies, CIEMAL will act facilitating the joint through the promotion of the meeting, proactive communication and links between the leadership of the Methodist church in Latin America and the Caribbean.
- **Promotion of joint projects**, As indicated in the mapping of needs circulated among the bishops and presidents of churches, CIEMAL will act to promote and support joint projects between the churches. Thus, agreements are expected to enroll in a framework of multilateral agreements, including the churches and CIEMAL part, as well as other regional and extra interested in supporting these initiatives. Of special interest are projects located on borders between countries.
- **Training**, For the purpose of promoting education of the Methodist leadership in the region, social and theological analysis from a Latin American Methodist, and mutual learning based on the experiences developed by the churches and agencies, CIEMAL will act developing educational programs on a continental level. Training is particularly important in those strategic areas to CIEMAL: communication of the gospel, diaconate, and intervention in situations of crisis. To this end, explore different modes of action, and virtual, prioritizing educational models - aimed at teaching relevant and meaningful learning for churches and individuals involved.
- **Resource mobilization**, Taking into account the capabilities that churches and agencies currently own, CIEMAL enhance the mobilization of human, material, and financial information among its member churches and agencies and promote cooperation with churches and agencies outside the region. In this way, it seeks not only ensure the sustainability of the various actions undertaken by CIEMAL, but fundamentally strengthen ties and relations between different actors, thus strengthening the connectionalism between the Methodist churches.
- **Promotion of partnerships**, In order to strengthen solidarity and advocacy capacity, CIEMAL promote partnerships between the Methodist churches in the region and elsewhere in the world, as well as other denominational and ecumenical bodies. The

strengthening of partnerships aimed not only a sharing of resources, as noted in the previous section, but mainly to improve the visibility of the churches and peoples, particularly in situations of crisis, while promoting reflection and joint action for peace with justice in Latin America and the Caribbean, to give a Christian witness in unity in the region.

INTEGRATION OF THE AREAS IN A CONTINENTAL INTEGRATED PROGRAM

The four areas of work are integrated into an integrated program from continental intervention strategies and prospects for joint work. The charts below show the relationship between them and areas of the Plan. The actions of the different areas are integrated, on the other hand, from a region defined strategy based on common issues.

INTERVENTION STRATEGIES	INTEGRATING PROGRAM			
	Gospel communication	Overcoming violence	Diakonia in emergencies	New Churches
Facilitation				
Articulation				
Promotion of joint projects				
Training				
Resource mobilization				
Promotion of partnerships				

PERSPECTIVE	INTEGRATING PROGRAM			
	Gospel communication	Overcoming violence	Diakonia in emergencies	New churches
Integrated health				
Educational and pedagogical perspective				
Promotion of				

change (impact)				
Self sustainability				

INSTITUTIONAL DEVELOPMENT

Together with work in areas with above perspectives, through the intervention strategies described will work on three lines of institutional development:

- Partnerships with churches, offices and agencies to promote cooperation on the basis of a relationship between equals. The development of partnership relations will be promoted through the strengthening of institutions, and promoting a multi-level relationship between CIEMAL and agencies and cooperating agencies. Of particular importance to CIEMAL is the promotion of partnership relations south - south, taking into account the similarity of contexts, possible strategies and actions in common, and relevance of resources to share.
- Communication and visibility. To improve the ability to create solidarity, public advocacy - politics, promoting mutual learning among member churches and agencies, and make effective the level connectionalism share human, material and financial, CIEMAL will develop a proactive communication strategy. In this way, we will seek, first, make available to member churches and agencies and aid, information, experiences and learning to strengthen the unity of action in Latin American Methodism. On the other hand, the visibility strategy will aim to project an image of CIEMAL consistent with their vision, mission and institutional role, supported by actions that give effective testimony of its strategic options.
- Ownership by the member churches. CIEMAL will take action to strengthen ownership of the organizations among its member churches to strengthen, as the definition of institutional role, the commitment of mutual belonging.

PHASES OF IMPLEMENTATION OF THE PLAN

	PHASE I	PHASE II	PHASE III	PHASE IV
	Information survey (Analysis of Resources, which countries are working and the degree of knowledge)	Identify critical situations, vulnerable tensions (Where there is need to do training and / or work together)	Structure of the Network	Resource mobilization
	1 st year		2 nd year	3 rd and 4 th year
Gospel communication	6 months	6 months Identify tensions	Providing a Continental/Regional forum	Promote/facilitate joint actions plans based on learning.
Overcoming family and community violence	First year Priority		Form a Regional / Continental network	Facilitate joint action plan in two sub regions (CA / SA)
Diakonia in emergencies			Form a Continental network of Specialists or Foreign Experts	Facilitate articulation in at least two regions (CA /AS)
New churches	3 months		Executive Committee plus Advisors	Providing training and advisory plans agreed plus information (Concentrated) Formalize regional joint
	TEAM (TRANSITION)		GROUP TO FORMALIZE THE CREATION OF NETWORKS	

EXPECTED RESULTS AND ACTIVITIES

In the transition phase of the plan, covering the first year of implementation (2010), expected results and activities to develop (according to different perspectives and intervention strategies as defined above), will be defined by the Executive Committee in consultation with the team of current CIEMAL program coordinators.

For the second, third and fourth year of operation, the Executive Committee will define with the proper executive bodies for results, goals, activities, and the appointment of managers or responsible for the work.

TRANSITION WITH CURRENT CIEMAL PROGRAMS

For the transition phase it have been identified four programs that will guide the work according to the specific objectives defined for areas of the plan, according to the following guidelines:

Gospel Communication:

It is envisaged to develop opportunities for dialogue to promote unity in theological diversity, promoting connectionalism and identity, and giving special attention to personal and social holiness as emblematic factors of the Methodist movement in Latin America and the Caribbean.

Integral Health and Family

It provides for the continuation of work done up to this date, but expanding its population care to each of the sectors of the family (children, youth, men, women and elderly). It will include some of the thematic focus from area 2: Violence; Area 3: Diakonia and area 4: Church News.

Adolescents and Youth in Mission

It provides for the continuation of work done to date, but expanding its population of adolescent care. Should focus on addressing key aspects of the four areas.

Diakonia in Critical and Emergency Situations

It provides a new formal work space to address critical emergency situations at a social and political level, as natural emergencies. It will provide a prompt response and pastoral care, as well as the establishment of immediate response networks between churches and aid other organizations.

The four programs described above coordinate their actions by pointing to the formation of the Continental Integrating Program.

2010 Programs	Integrating Program				Projects from 2010
	Gospel Communication	Overcoming violence	Diakonia in emergencies	New churches	
Gospel Communication					To be defined by the Executive Committee, together with the respective officers.
Integral health and family					
Adolescents and youth in mission					
Diakonia in critical and emergency situations					

ADDENDUM

Schedule follow-up.

To follow up the process of preparing the Strategic Plan, a defined schedule of activities aiming to strengthen communication and ownership by the Plan / as Presidents of the Bishops and Methodist churches, and the coordinators of existing programs in 2009, and the churches and agencies cooperating with CIEMAL.

Action	To whom	Who runs	When Where	Expected Result
Plan	Executive Committee Life and Mission Commission	Life and Mission Commission and CREAS	E-Mail 23/12	Final Plan Document
Communication to Coordinators	Program Coordinators	Executive Committee	E-Mail 10/12	Informed Coordinators
Communication to the Steering Committee and Bishops plus Agencies	Steering Committee Bishops and Presidents Agencies	Secretary	E-Mail 10/12	Informed Bishops, Presidents and Agencies
Interviews with Bishops	Bishops Presidents	Secretary Executive Committee Members	January – December 2010	Informed Bishops and Presidents
Interviews with Agencies	GBGM England	Secretary	January – December 2010	Informed Agencies
Meeting with Coordinators		Executive Committee Coordinators	March 2010	Annual Operational Plan 2010-2011
Bishops Meeting	Bishops and Presidents	President and Secretary	May – August 2010	Informed Bishops and Presidents
Roundtable	Ecumenical agencies and organizations that CIEMAL participates	Executive Committee	TBD	Multilateral Cooperation Agreement

February 2010