

Nelson Mandela Bay Church Leader Network

# AGAINST HUNGER

## MANUAL FOR COORDINATED ACTION

(Revised and updated August 2020)



**Morena boloka setjhaba sa heso  
Hosi katekisa Afrika - God seën Suid-Afrika  
God bless South Africa - Mudzimu fhatutshedza Afurika**

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## EXECUTIVE SUMMARY

The Nelson Mandela Bay Church Leader Network is system of trust and cooperation between a wide group of churches, focusing on joint public witness and ministry.

This manual provides an extensive description of our coordinated action Against Hunger. At its core, this model represents a simple and practical way of combatting hunger and inequality in our metropole:

- The model adds value to existing church feeding and relief ministries but does not replace it.
- We focus our attention on all 60 municipal wards to ensure our ministry reaches all vulnerable persons in the metropole.
- The individual churches in the metropole are deeply rooted in the lives of the citizens, knows the need and the vulnerable, is trusted, and has the capacity to reach out with help to families and individuals. By joining hands, we multiply our capacity to deliver food to those who need support.
- Anchor churches create a network of sister churches to bring delivery to grass roots level.
- Anchor churches take responsibility to access food supplies and to distribute it via a network of sister churches.

## 1. INTRODUCTION

The Nelson Mandela Bay Church Leader Network represent a network of churches striving towards a common goal: to be light, salt, and yeast in the community for human life to flourish. Our main goal is to promote good public governance, alleviate poverty, inequality, and joblessness.

Since the first months of 2020 the Covid-19 pandemic expanded globally and wreaked havoc on our metropole. Many lost their jobs or could not earn during the extended lockdown. Covid-19 highlighted the inequality in our society and called the church to united action to prevent famine on our doorstep.

This manual is born out of the Nelson Mandela Bay Church Leader Network's desire to be of optimal service to the whole community during the time of the Covid-19 pandemic. We do this work in the solid conviction that God is Immanuel, God-with-us, leading us in our service to those in need.

The purpose of this manual is to spell out concrete practical actions to be undertaken by all churches. We want to do so in a coordinated way for our efforts to have optimal effect and the widest possible reach.

## 2. DEFINITIONS

In this manual we refer to the following terms, concepts, and organisations:

*Biblically seen, the church is responsible to care for those in distress. Churches throughout the metro are close to the need.*

*Although we work together in partnership with governmental and non-governmental agencies, the church cannot delegate its responsibility to care to others. We need to be really engaged at grass roots level.*

*In this way we partake in God's action of care, provision, and healing in God's world.*

- **Anchor Church:** A church with applicable infrastructure and resources in every municipal ward to serve surrounding churches and to provide coordinated support for joint action. See also *Recommended Anchor Church*.
- **Application form:** A form to either register as a Non-Profit Organisation or to apply to be a beneficiary of FoodForwardSA.
- **Community Action Network:** We divide churches into action groups according to their municipal ward, where it is easier for churches to care for those surrounding them. See also *church database*.
- **Church database:** A list of congregations in the Nelson Mandela Bay Metropole, listed by municipal ward and maintained by the Transformation Christian Network (TCN), downloadable from <http://tcn.org.za/against-hunger/>.
- **Covid-19:** A serious respiratory illness caused by the novel Corona-virus, SARS-CoV-2 – see [www.sacoronavirus.co.za](http://www.sacoronavirus.co.za) - and easily transmitted through physical proximity.
- **Ebenezer Connect Easy Shopping:** A pilot project to harness the collective buying power of churches; a template for others to follow as demand and cooperation grow.
- **FFSA (FoodForwardSA):** a Non-Profit organisation – [www.foodforwardsa.org](http://www.foodforwardsa.org), see also *30% waste*
- **Non-registered church:** See *Registered Church*.
- **Recommended Anchor Church:** A non-exclusive list of churches known to be registered as both NPO's, with the capacity to serve sister churches with food and goods on a short turnaround basis. The list is available from <http://tcn.org.za/against-hunger/>.
- **Registered Church:** A church either registered as a Non-Profit Organisation or registered as a beneficiary of FoodForwardSA.
- **Safety and Security:** The capacity of church teams to work safely and securely, armed with appropriate knowledge, skills, and habits, paired with the correct attitudes and beliefs.
- **Sister Church:** A church partnering with an Anchor Church to provide community relief.
- **Training:** Of the utmost importance to ensure that the church's teams of support workers are fully compliant with Covid-19 regulations and aware of appropriate action and preventative measures to alleviate risk while performing their ministry in communities. Training will be provided in collaboration with the NMBM Department of Health.
- **Virtual food banking:** FoodForwardSA's digital platform called FoodShare that virtually connects beneficiary organisations to retail stores and food outlets for the regular collection and reporting of surplus food.
- **Ward:** A municipal ward, a total of which 60 exist in Nelson Mandela Bay. Wards provide a practical scheme to ensure coordinated action extends to the whole community.
- **Warehousing:** The role of FoodForwardSA or anchor churches to handle reception and distribution of food.
- **30% waste:** Enough food is produced in South Africa to feed everyone, but distribution channels lead to exclusion, wastage, and loss, creating the need for an NPO like FFSA to link food production and distribution to excluded and disadvantaged communities.

### 3. A STRATEGY FOR THE SHORT, MEDIUM, AND LONG TERM

This manual proposes a strategy for the short, but mostly the medium and long term of relief work. In our experience many churches act when the need arises, such as during the time of Covid-19. The action often subsides when the newness of the crisis is over. We value every bit of help during any crisis, but we need to develop longer term interventions that can be sustained over long periods of time.

Our goal with this manual is to lay out strategies for the medium and longer term.

As we develop plans for the medium and long term, we encourage churches to keep on doing whatever they are doing to help those in need. This manual does not intend to stop any action. It wants to add value to projects through ministry with a view to the longer term.

Let us repeat: All churches currently involved in feeding the hungry should continue with what they are doing.

#### **4. SHORT TERM STRATEGY: FORM NEW NETWORKS AND SUSTAIN EXISTING NETWORKS**

##### **Reach out to other churches**

Churches are encouraged to reach out to one another in this time of dire need. Please focus on the needs of congregants but reach out to the churches in your vicinity. Not only those you may know, or those from your own denomination or affiliation.

Phone a pastor on our church database (obtainable from <http://tcn.org.za/against-hunger/>) and discuss needs, possibilities and the capacities each church can contribute . Use online conference tools like Zoom ([www.zoom.us/download](http://www.zoom.us/download)) to meet in virtual space.

In this way you will be able to share resources, to pray for each other and to gain insight into others' plight.

It is time to cross those difficult boundaries we normally may not have time to do.

##### **Aligned to vision and strategy**

Networks are voluntary, they ask for participation and contribution aligned to the central vision and strategy of the networked activities. The network compels through its vision and strategy.

##### **A-symmetrical contributions are vital**

Often our ability to provide for others' need is a-symmetrical: what we may have in plenty, others might need, but they can provide opportunities that we do not have. Some churches may have an abundance of resources to share, while others may be in direct contact with those who suffer due to joblessness or poverty. When we join hands, we make a difference.

This means that the gifts or capacities of any church is not superior to those of another church. Not one of us on our own is able to make a meaningful difference to the plight of the suffering. We need one another. We need our different capacities. We need a-symmetrical contributions.

##### **Stay with current initiatives but broaden your perspective**

We value everything every church is currently doing to serve. Please keep those services and ministries alive. Keep on. Yes, keep on.

This manual may help you to broaden your current relief ministry.

It may do so by making you aware of others with whom you can join forces and broaden the effect of your ministry. We are better when we work together.

This manual may also help by situating your ministry in a long-term perspective. Since the effects of the Covid-19 pandemic will last for a long time, and poverty / inequality will take a long time to eradicate, it is necessary that we minister with a view to the long term. How can we help in a way that will be sustainable in the long run?

### **Invitation to a marathon**

Read this manual as an invitation. It is voluntary to become part of the network we envisage. A network is a living interconnected hub with a central vision binding the network together. A network is not about a central command with central control. Individual scorecards are not at stake. It is about giving ourselves and our ministries in service to those who need us.

This manual is primarily about the marathon to support need, hunger, and inequality, and not the sprint.

During the marathon Anchor Churches in relation to sister churches will be of vital importance.

## **5. MEDIUM- AND LONG-TERM STRATEGY**

Since we are running a marathon in which inequality and the lack of food security will not disappear soon, we need a strategy of sustainable food provision.

We have a three-pronged approach:

### **One: Continue your current strategy**

We encourage every church to continue with its current strategy of food provision. Our goal is not to replace your current ministry model, but to add options and to broaden possibilities for your ministry through combined and networked strategies and actions. We value your current ministry. Do continue.

### **Two: Purchase food together at bulk rates**

Once we join hands and strive to work together new possibilities arise for local churches. In Chapter 8 of this manual we discuss the role of anchor churches. Suffice to say an anchor church plays a centralised role in a municipal ward to secure and to provide other churches with food.

Anchor churches and their partners secure food from wholesale food providers or retail outlets at discounted cost. The power of bulk purchases comes into play. We envision churches joining forces to secure food at bulk rates. Participating churches purchase this food from the anchor church and distribute it to those in need.

This option is discussed further in Chapter 6 of this manual.

### **Three: Secure unused food out of distribution channels**

Enough food is produced in South Africa to feed everyone. For various reasons food does not reach everyone, and at least 30% of food is wasted. That food goes to landfills while more than 14 million

people go hungry, says FoodForwardSA. This wastage can be overcome by partnering and liaising in a constructive way with commercial distribution channels in South Africa.

To do so, we need a partner with the ability to unlock unused and wasted food for the benefit of our people. After due consideration and prayer, we chose a reputable partner, FoodForwardSA.

We discuss this two-pronged approach in the next two chapters, firstly the purchase of bulk food items (Chapter 6) and then Food Forward SA as partner (Chapter 7).

## **6. PURCHASE FOOD TOGETHER AT BULK RATES FOR THE MEDIUM- AND LONG-TERM STRATEGY**

### **6.1 Introduction**

We encourage all Anchor Churches to contact food wholesale outlets or retail outlets to collectively buy selected, essential items in bulk. The idea is to bargain for basic foodstuff at reduced pricing due to higher volume. We are interested in sustainable, predictable supply over a long period. Anchor churches purchase these food items on behalf of churches in their network, and therefore deliver it at cost to sister churches (see chapter 8) for distribution in the community.

You may also ask for donations of food.

We therefore encourage Anchor Churches to see themselves as small-scale food warehouses for their surrounding communities.

### **6.2 Partnership with Ebenezer Connect**

The key to affordable food parcels for the needy lies in huge volumes of a selected number of basic, nutritious food items. We want to employ the collective financial power of churches to buy in bulk from suppliers on a truly large scale.

We therefore asked Ebenezer International to launch a pilot project which may become a permanent feature of our collective effort to provide food to the needy.

In response to this challenge Ebenezer launched Ebenezer Connect Easy Shopping, registered as an NPO (029-147). Ebenezer Connect will serve vulnerable families in the Metropole in association with other churches with affordable food packages.

Ebenezer Connect aims to leverage collective purchasing power to deliver affordable food packages to churches for distribution to families in need.

Easy Shopping is the trade name through which Ebenezer Connect is making the service available to all. We will make every effort to ensure effective service to all our beneficiaries in addressing the plight of hunger in our country.

### **6.3 The process in partnership with Ebenezer Connect**

This paragraph provides a basic outline. Anchor Churches desiring to use this opportunity must contact Easy Shopping for precise details on the order process. The process will be arranged according to a set schedule which may change as demand grows.

In outline, the process is as follows:

- Anchor churches place orders for food parcels (on behalf on itself and other cooperating sister churches in the ward) with Easy Shopping.
- Easy Shopping invoices the Anchor Church for the order.
- The anchor church's payment is based on the invoice and is done via an Electronic Funds Transfer (EFT) from the Anchor Church's bank account to Easy Shopping's bank account. All payments to be done via EFT, no cash will be handled.
- Easy Shopping will acknowledge the order and payment.
- Once payment reflects in Easy Shopping's bank account, the order will be processed.
- Anchor Churches collect its orders from the Easy Shopping premises in Algoa Park.
- The whole process is Covid-19 compliant. The premises are safe and secured.

#### **6.4 Summary: Objective and Benefits**

- To pilot the project with all Anchor Churches who can in turn network the smaller churches and secure their orders.
- The benefit is affordable food parcels with predictable, set content. Churches can add additional items to the basic packages provided by Easy Shopping.
- Churches can plan to execute their deliveries to the needy at a pre-described time.
- The process is simple and effective.
- A safe and secure environment is provided.

#### **6.5 Other options**

As mentioned earlier other sources of food are also part of our model. In the next chapter we therefore discuss the mission and business model of FoodForwardSA to obtain excess food out of commercial distribution channels.

### **7. FOOD FORWARD SA AS PARTNER FOR THE MEDIUM- AND LONG-TERM STRATEGY**

Established in 2009 to address widespread hunger in South Africa, FoodForwardSA connects a world of excess to a world of need by recovering quality edible surplus food from the consumer goods supply chain and distributing it to community organisations that serve the poor. More than 80% of the food recovered is nutritious food.

The vision is "A South Africa without hunger" and the mission "To reduce hunger in South Africa by safely and cost-effectively securing quality food and making it available to those who need it."

It is worthwhile to delve into <https://foodforwardsa.org/our-work/> to learn more about their work.

#### **Food banking**

Food banking summarizes the model and means FoodForwardSA is both a receiver of donations (from farmers, manufacturers, wholesalers, and retailers), and secondly a donor to beneficiary organisations:

## **Footprint in the Eastern Cape**

FoodForwardSA has a warehouse in Cotswold Extension in Port Elizabeth. We are fortunate to have a reputable partner on our doorstep.

Their contact details:

- Phone: 041 364 3476
- Fax: 086 566 8154
- Branch manager: Duane Brassel, [duane@foodforwardsa.org](mailto:duane@foodforwardsa.org)
- Physical address: 8 Woodpecker Street, Cotswold.

## **Register with FoodForwardSA**

Any organisation registered with the Department of Social Development as a non-profit organisation can apply to be a beneficiary of FoodForwardSA. For the requirements and relevant procedures, refer to: <https://foodshare.cloud/client-application>.

A monthly membership fee is payable to FoodForwardSA.

## **Liase with FoodForwardSA through Anchor Churches**

The Nelson Mandela Bay Church Leader Network prefers to liaise with FoodForwardSA through the system of Anchor Churches. The implication is that not all churches need to register with FoodForwardSA.

We now turn to a discussion of the role of Anchor Churches.

## **8. ROLE OF THE ANCHOR CHURCH**

In the previous two chapters we discussed:

- The power of bulk purchasing (at the level of wholesale or retail) to enable churches to provide food at affordable cost. This happens at the initiative of an anchor church, and/or by joining forces with Ebenezer Connect.
- The role of FoodForwardSA as a partner. FoodForwardSA functions both as:
  - a beneficiary of food, received from farmers and commercial distributions channels, and
  - as a donor of food to the NPO-sector, such as registered churches.

The Anchor Church serves as a link between sources of food, such as bulk purchasing (wholesale or retail) or FoodForwardSA and other local churches in our metropole.

### **What is an Anchor Church?**

An Anchor Church is a church:

- that acts as intermediary on behalf of other churches and vulnerable communities to obtain food for distribution to families at risk,
- preferably registered as an NPO (non-profit organisation),
- available to serve sister churches in its vicinity,
- recognised as a trustworthy partner by sister churches in the surrounding area,



- with the capacity in terms of volunteers and adequate buildings to quickly pick up parcels from bulk sources, and
- to get the food packages almost immediately out to sister churches,
- with the administrative ability to compile the listed needs of sister churches and to redistribute food in terms of those lists, to keep a paper trail of all help offered.

### **What an Anchor Church does**

The system of Anchor Churches release pressure on FoodForwardSA to liaise with a myriad of churches.

An Anchor Church functions as a sub-warehouse of FoodForwardSA. Its capacity in terms of volunteers and infrastructure is vital. When FoodForwardSA makes food available, it must be picked up almost immediately. A quick response time is of the essence.

Food received must then be quickly divided and shared according to the listed needs of sister churches.

Administrative capacity is also vital. Sister churches hand in lists of food needs, which the Anchor Church compiles into one list that will be submitted to FoodForwardSA. Once the food is received, it must be divided according to those listed needs.

### **Invitation to be an Anchor Church**

The goal is to have at least one Anchor Church per municipal ward.

Anchor Churches will almost always be invited by the NMB Church Leader Network to serve in the role of an anchor church. The Nelson Mandela Bay Church Leader Network will mandate a group of senior leaders to oversee the invitation of Anchor Churches to fulfil this role.

There are no fixed criteria for the invitation to become an Anchor Church. Where there are persons or people in churches with appropriate capacity who have shown an interest in working together in an ecumenical environment, they can be approached to be an Anchor Church. The NMB Leader Network also reserves the right to decommission an Anchor Church.

Anchor Churches could share resources with other Anchor Churches to ensure proper distribution.

We cannot all be Anchor Churches. We need more sister churches than Anchor Churches. Remember, it is about servant leadership.

### **List of Anchor Churches**

Our strategy is to have at least one Anchor Church in every municipal ward. A list of invited Anchor Churches is available at <http://tcn.org.za/against-hunger/> and will be continuously updated.

### **Sister Churches**

The vital partners in serving the plight of those suffering due to the Corona pandemic are a myriad of Sister Churches, each connected to an Anchor Church.

Sister churches may also receive food and other support in terms of existing networks, friendships, or relations they are part of. Our strategy welcomes these supporting relationships and does not want to replace it.

Each church thus has four options:

- Join an Anchor Church in your municipal ward who is willing to assist them with their collections, packaging, and distribution.
- Well-resourced churches can establish or continue existing relationships with churches in other wards.
- Register as an NPO and with FoodForwardSA and continue with ministry on its own.
- Continue with your own existing support systems, e.g. the contributions of your church members.

The benefits of our strategy of networks of Anchor and Sister Churches are clear:

- We have a streamlined network of help and support throughout the whole metropole.
- We lessen the load on FoodForwardSA.
- We embody the Biblical principle of the church as Body of Christ where all the necessary gifts work together in a pattern of servant leadership.
- We utilise churches since churches are dispersed throughout the metropole and remarkably close to the need.
- Churches are respected and generally seen as trustworthy and honest (we need to keep it this way).
- We distribute help with the speed of light – many hands make light work of huge challenges.

## **9. HOW TO REGISTER AS A NON-PROFIT ORGANISATION**

It has huge benefit for any church to register as a non-profit organisation. It may be a long process, which means it is better to start sooner rather than later.

Apply at the following website as an NPO:

<http://www.npo.gov.za/PublicNpo/WebApplicationCase/Register>

A church must register with the Department of Social Development. More information is available at <http://www.npo.gov.za/PublicNpo> and <https://www.gov.za/services/register-nonprofit-organisation>.

Valuable insights are shared about NGO's in general and NPO's in particular at <https://briefly.co.za/28351-how-register-ngo-south-africa-2020.html>

## **10. SAFETY, SECURITY AND COVID-19 COMPLIANCE**

Covid-19 compliance is vital. Health and Safety Guidelines for volunteers are of the utmost importance. Please consult [www.sacoronavirus.co.za](http://www.sacoronavirus.co.za) for a wealth of continuously updated information.

**Training** will be provided in collaboration with the NMBM Department of Health. We also recorded the training sessions at Ebenezer and made it available on our Youtube Channel (the channel is at [https://www.youtube.com/channel/UCRmF9IGK8Ux\\_L4B-CBDGxdg](https://www.youtube.com/channel/UCRmF9IGK8Ux_L4B-CBDGxdg)):

- Session 1: <https://www.youtube.com/watch?v=FBB0pH00kAk&t=47s>
- Session 2: <https://www.youtube.com/watch?v=bqTLxQBSEFQ&t=18s>
- Session 3: <https://www.youtube.com/watch?v=D0r8aawc09c&t=6s>

### **Health Guidelines**

1. Hands to be sanitised always before and after handling goods.
2. Rubber disposable gloves can only be used once with every packing and drop-off and must be disposed of immediately after completion.
3. Where possible, maintain social distancing even while packing goods.
4. Every volunteer to have their own personal re-washable cloth mask.
5. Masks must always be worn when dropping off goods.
6. Arriving back home after a drop-off, please sanitise shoes, shower, and wash clothing. Do not carry the corona virus into your home.

### **Safety Guidelines**

1. Place individual food parcels in black bags to be less obvious.
2. Package food parcels a safe distance away from the area you will be serving, preferably in another safer suburb.
3. Use a garage or venue that is not visible to outsiders.
4. Avoid the gathering of people to one drop-off point.
5. Ideally, door to door drop offs are safer.
6. NB. Only use local people to do the drop-offs. Do not use strangers to the community.
7. Make sure that every team going out has a charged cell phone with airtime and data. Also make sure that vehicles have enough fuel.
8. A minimum of 2 and maximum of 3 preferably men per drop-off vehicle.
9. Never leave drop-off vehicle unattended. Driver always at the wheel keeping lookout and the motor running.
10. Only 1 person enters home to do drop-off and maintains no physical contact with family but leaves parcel at door after it is opened and leaves immediately.
11. The Leader must ask for immediate feedback after every drop-off for evaluation and improvement purposes.

## **11. FUNCTIONING AND LOGISTICS OF THE FOOD BANK**

To allow Anchor Churches to function properly as a distribution point, the following is important:

### **11.1 Compliance**

- The Church's **registration as NPO / PBO** (non-profit or public benefit organisation) describes its status, responsibilities, and privileges. Refer to the regulations as defined by the Department of Social Welfare.
- If the Church has a registered school with an **EMIS-number** (Registration of the Department of Education) please remember that Food Forward SA has a facility that will provide food to the school. With this registration you may also apply to register with Food Forward SA.

- **Application** to be a beneficiary of Food Forward SA requires the above registration (NPO / PBO / EMIS) to be in place before the church will be considered as a partner. Churches who are already registered can assist other churches with applications.
- All churches must adhere to **COVID 19 regulations**. All necessary precautions must be taken. Refer to [www.sacoronavirus.co.za](http://www.sacoronavirus.co.za).
- **Certification:** If you prepare (cook) food at the Anchor Church's premises certification by the **Department of Health** is required. Anchor Churches should contact Bishop Koliti who will link you to the Office of the Director of the Health Department, Me Thembile Fikile. Bishop Koliti can be contacted at [mpkoliti@gmail.com](mailto:mpkoliti@gmail.com).
- **Authorisation to travel:** Under stricter lockdown levels you may need a **permit** issued by the senior pastor of the church, the chairperson of the church board or the nearest police station. Currently this is not applicable, but the situation may change.
- Please take precautions to ensure your premises are secure. Provide a safe environment for the volunteers. Serious consideration should be given not to store food overnight on your premises.

### **11.2 Infrastructure Development – Layout**

During the period of lockdown, many churches will have empty buildings that can be used for the project. Anchor Churches may utilise these spaces if made available by its owners.

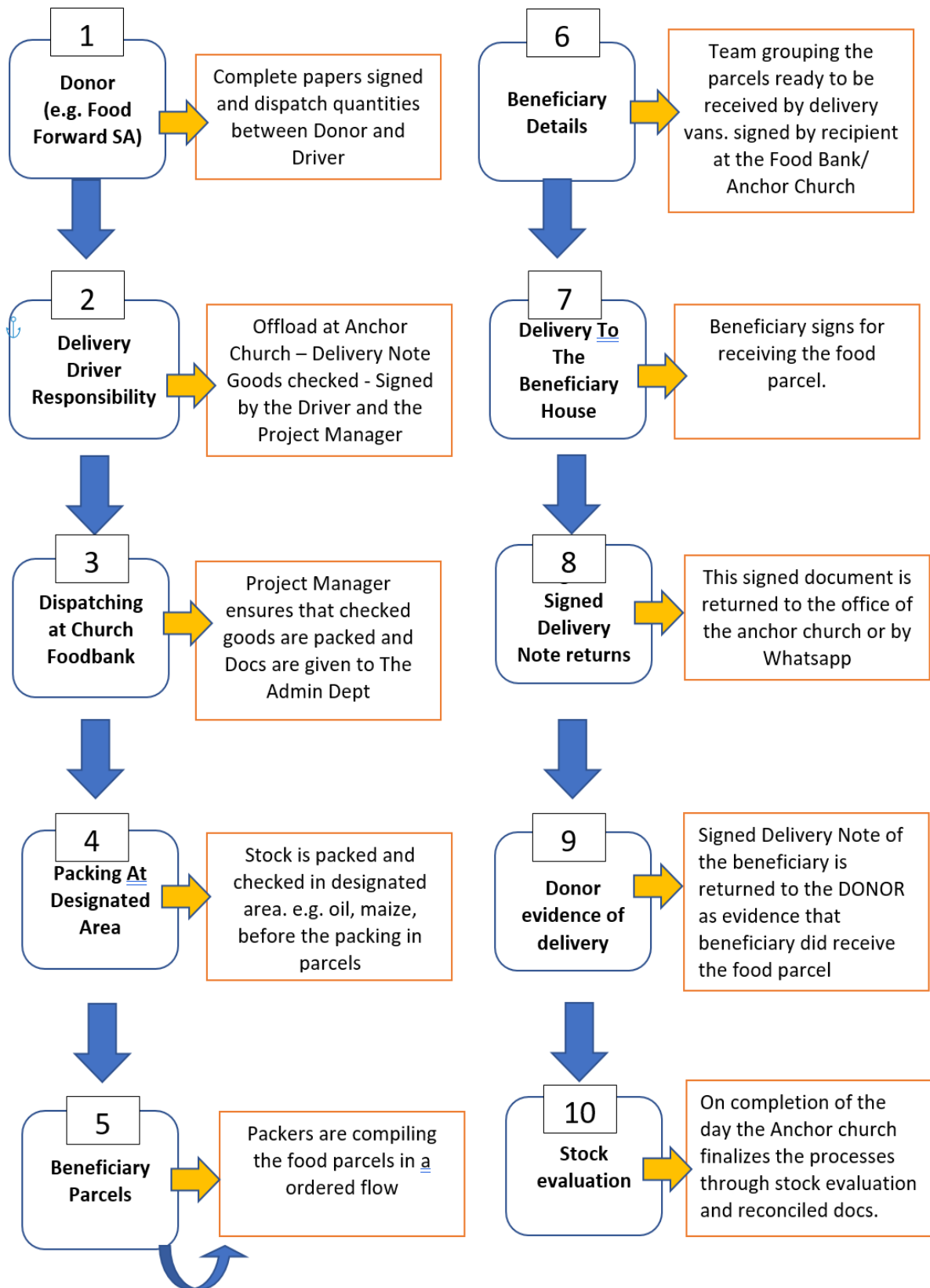
- You need to have a dedicated area for receiving the product.
- You need to have a dedicated area for despatching the packed parcels.
- Develop the layout in such a way that the areas are not open to the public.
- Sister churches receive the parcels on the outside of the building. They will distribute it to those in need in their area. The receiving of the packages outside the premises will further entrench the required social distancing. (See the flow chart below.)

### **11.3 Staff Training**

- Staff training is compulsory to maintain high standards of excellence and compliance.
- Staff must be aware why basic precautions against the Corona virus is important. Ensure that everyone adheres to the safety requirements. We cannot allow our facilities to spread the virus. Proper cleaning of hands, face masks and social distancing must be maintained.
- Training allows effective systems of packing and delivery.
- The target group is primarily young, healthy adults. Higher risk is associated with older people.
- All the staff serves on a voluntary basis. (*This must be communicated to all staff*).

### **11.4 Flow chart: Outline of the logistical process**

Anchor churches adhere to the following procedures:



## 12. OTHER RESOURCES

It is important to take note of the work, strategies and insights of other churches and ecumenical bodies.

The **South African Council of Churches** developed excellent resources on "Care in a time of Corona". Visit <https://churchinaction.org.za/>. Information is available in 11 languages. It provides accessible information on the Coronavirus and action steps for church leaders and church communities, e.g.

- How to conduct funerals
- Local Ecumenical Action Networks (LEAN's)
- Stories of Hope
- Caring for caregivers
- Managing your money

The **World Council of Churches** has excellent resources and connects us with the global response of the church to the Corona pandemic. Visit [www.oikoumene.org](http://www.oikoumene.org).

The Nelson Mandela Bay Municipality has a practical vision for churches to use their land for the **cultivation of vegetables**. A vegetable garden in your community where fresh, nutritious produce is available is a huge blessing for all. Give it a try.

## 13. IN CONCLUSION

This venture is the Church in Nelson Mandela Bay's humble service to God our Father, Jesus Christ our Lord, through the life-giving power of the Holy Spirit.

All questions and proposals for the refinement of our strategy can be directed to [info@tcn.org.za](mailto:info@tcn.org.za).

God bless Africa,

**Nelson Mandela Bay Church Leader Network**

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