



Strategic Plan

2020 - 2040

July 2020

The Movement for a United South Africa (MUSA) is a platform for uniting South Africans to advance socio-economic justice and development.

MUSA's mission is to enable deeper levels of consciousness, activism and collaboration amongst all organisations and individuals across society that share the perspective of **eradicating poverty and inequality in society** by supporting people to uplift themselves materially, ethically and spiritually.

In this way, the building of an effective **ethically based movement for socio-economic justice** can be facilitated where individuals and organisations at every level of society embrace a moral ethos and renewal raising their own human potential and solidarity with fellow citizens as a collective South African consciousness.

Adopting this transformative approach will lead to realising the vision of a **harmonious, prosperous and ethical society where there is dignity for all.**

MUSA was formed out of a concern that the country is departing from the Constitution which is a foundation for socio-economic justice and development. This is elaborated in the **MUSA Charter** founding document. Ethical and visionary leadership at government, business, trade union and civil society levels has to be restored with full dedication to eradicating the conditions and systems which perpetuate poverty and inequality.

The commitment towards socio-economic justice is about ensuring that:

- All people in society are treated with **equality, fairness and dignity.**
- Barriers that people face because of **gender, age, race, culture, ethnicity, religion or disability** are removed.
- There is **Fair distribution of wealth** in society with equal opportunities for all, and sustainable development considering impact on future generations.
- The *State always operates in an ethical and capable way* in the best interests of the nation with a clear plan and focus on poverty eradication.

MUSA has formulated a **strategic plan** in order to undertake its mission related to restoring and protecting socio-economic rights, and advancing socio-economic development. Five interrelated key focus areas and strategic goals were identified that will guide the work to be undertaken over the short, medium and long term.

The first key focus and performance area is **Public Policy Engagement**. The strategic goal is to ensure that public policy and implementation is ethically informed and enhanced. The key activities include engaging political parties, government and society on **a new economic paradigm and socio-economic model** that supports community driven development.

The second area is **Institutional Development**. The strategic goal is to improve the impact of organisations in relation to socio-economic justice and development. The key activities will include harmonising and collaborating with various organisations to deepen and orientate their own work and to synergise the work of various organisations.

The third area is **Social Cohesion**. The strategic goal is to promote harmonious relations and solidarity in society. Some of the key activities will include various interaction programmes on justice, peace, anti-racism and leadership as well as running workshops, study circles and reading clubs in communities.

The fourth area is **Community Development**. The strategic goal is to build self-sustaining communities. The key activities will include engaging communities on the new socio-economic model and piloting the model including a system of matching and connecting communities with resources.

The final focus and performance area is related to **MUSA Capability**. The strategic objective is to build and sustain the profile, capability and outreach of MUSA both as an organisation and as a collaborative movement.

MUSA has consulted widely with various individuals and organisation in its establishment and will continue these engagements as part of its on-going programme of action including Saturday on-line open forum and a collaboration with the Inspirate programme on iTV focusing on the design of post Covid-19 world.

MUSA is a **Call to Action** to harmonise, collaborate and build activism in advancing socio-economic justice and development. MUSA invites all interested individuals and organisations to work together in finding solutions to change the status quo and build an **inclusive economy and society**.

MISSION STATEMENT

- To enable deeper levels of consciousness, activism and collaboration amongst organisations and individuals across society for advancement of *socio-economic justice* and material, ethical and spiritual upliftment of people.
- To operate as a *transformative consciousness movement* for individuals and organisations at every level of society that embrace a moral ethos raising their own human potential and solidarity with fellow citizens as a *collective South African consciousness*
- To unite South Africans in active citizenship pursuing the rights and aspirations of the nation through collaborative solution focussed processes and coalitions amongst faith-based and secular organisations.

VISION STATEMENT (20 Year Goal)

A harmonious, prosperous and ethical society where there is *dignity* for all.

- A society based on Gender, Climate and Socio-Economic Justice

CORE VALUES

Inclusivity: One Humanity in which all life is sacred and of equal value.

Rootedness: Work with and amongst people across all races, cultures, denominations in doing good and promoting solidarity towards achieving common objectives.

Justice: Protection of life, environment and ecology, family, community, property, faith, knowledge and dignity.

Compassion: Empathy in society, care and concern for fellow citizens, fairness and forgiveness.

Generosity: A culture of sharing and giving, supporting those in need.

DEVELOPMENT PHILOSOPHY

Emanating from the MUSA Charter, the potential of people must be unleashed by creating economic opportunities that are fair and open, and by instilling ways of living that are based on ethical and moral codes.

Impact at local community level especially in *inner-cities, townships, informal settlements and rural areas* and through community education and development programmes to improve competencies and capacities of people as citizens and producers. Create inclusive and expanding community with economy that generates income streams for majority of citizens.

Civil society institutions and organisations across faith-based and secular sectors are important change agents working with communities. They need to be capacitated and become more active and responsive in driving socio-economic justice and development shifting society away from hyper material, consumerist and narcissistic culture towards balanced living and lifestyles.

STRATEGIC PLAN (2020-2040)

The differentiating role of MUSA is in facilitating a platform and catalysing more strategic and effective responses and impacts by faith based organisations operating in the socio-economic justice, relief and development space.

The need is at several levels where MUSA will focus its attention, namely:

- Public Policy Engagement,
- Institutional Development,
- Social Cohesion,
- Community Development, and
- MUSA Capability and Growth

The strategic plan is centred on these focus areas through identification of strategic goals and strategies. An Implementation plan will follow and be informed by the strategic plan focusing on operational level detail.

STRATEGIC GOALS (10 YEAR HORIZON)

Public Policy Focused Goal: Engaging Public Policy

1. **Strategic Goal 1: Public policy, programmes and accountability informed and enhanced by faith based and socio-economic movement inspired solutions.**
 - 1.1 Research on alternative models and solutions facilitated and shared.
 - 1.2 Discussions and workshops facilitated with public entities and leaders.
 - 1.3 Utilisation of public funding and resources assessed.

Institutional Development Focused Goal: Empowering Leadership

2. **Strategic Goal 2: Identified faith-based and socio-economic organisations and leadership operating with high level societal responsiveness and impact.**
 - 2.1 Network of organisations and harmonious relations facilitated.
 - 2.2 Leadership programmes developed and undertaken.
 - 2.3 Succession Planning and nurturing of talent supported.

Social Cohesion Focused Goal: Advancing Social Cohesion

3. **Strategic Goal 3: Harmonious relations promoted in society through public dialogues and solidarity programmes.**
 - 3.1 Facilitate dialogues and interaction programmes on justice, peace, anti-racism, gender and youth leadership.
 - 3.2 Facilitate dialogues and interaction programmes between various faith-based groups, especially involving young people.
 - 3.3 Facilitate socio-economic justice workshops, conferences and programmes.

Community Development Focused Goal: Connecting with Communities

4. **Strategic Goal 4: Self-sustaining communities realised through community-driven development programmes operated from a network of community hubs/centres in identified areas.**
- 4.1 Community Development research facilitated, programmes developed and local leadership and talent nurtured.
- 4.2 Local solidarity networks (coalition of organisations) facilitated in various communities across the country.
- 4.3 Self-sustaining communities realised in pilot sites and lessons shared.

Organisational Capacity Focused Goal: Growing MUSA

5. **Strategic Goal 5: Profile, reach, character and capability of MUSA well established and sustained.**
- 5.1 Movement and organisational structure consolidated.
- 5.2 Viable and sustainable funding model and programmes.
- 5.3 Positioned as formidable force in Southern African landscape.

KEY PERFORMANCE MEASURES

Public Policy Focused Goal: Engaging Public Policy

1. Strategic Goal 1:

Public policy, programmes and accountability informed and enhanced by faith based and socio-economic movement inspired solutions.

Strategy (3-5 year horizon)	KPM	Programmes/Targets
1.1 Research on alternative models and solutions facilitated and shared	Papers, case studies, guides on key topics produced and communicated	
1.2 Discussions and workshops facilitated with public entities and leaders	High impact sessions with influential leaders and policy makers	
1.3 Utilisation of public funding and resources assessed	Discussions and expert inputs facilitated on spending outcomes	

Institutional Development Focused Goal: Empowering Leadership

2. Strategic Goal 2:

Identified faith-based and socio-economic organisations and leadership operating with high level societal responsiveness and impact.

Strategy (3-5 year horizon)	KPM	Programmes/Targets
2.1 Network of organisations and harmonious relations facilitated	Database and management, Network established and engagements undertaken	
2.2 Leadership programmes developed and undertaken	Needs identified, Training material and mediums, participant progress tracked	
2.3 Succession Planning and nurturing of talent supported	MoU with identified organisations, support and enhance capability	

Social Cohesion Focused Goal: Advancing Social Cohesion

3. **Strategic Goal 3:**

Harmonious relations promoted in society through public dialogues and solidarity programmes.

Strategy (3-5 year horizon)	KPM	Programmes/Targets
3.1 Facilitate dialogues and interaction programmes on justice, peace, anti-racism, gender and youth leadership.	Issues and topics identified, programmes developed and held	
3.2 Facilitate dialogues and interaction programmes between various faith-based groups, especially involving young people	Issues and topics identified, programmes developed and held	
3.3 Facilitate socio-economic justice workshops, conferences and programmes.	Engagement and planning with identified partner organisations, physical and on-line medium, wide impact	

Community Development Focused Goal: Connecting with Communities

4. **Strategic Goal 4:**

Self-sustaining communities realised through community-driven development programmes operated from a network of community hubs/centres in identified areas.

Strategy (3-5 year horizon)	KPM	Programmes/Targets
4.1 Community Development research facilitated, programmes developed and local leadership and talent nurtured	Strategic approach determined and local development capability built	
4.2 Local solidarity networks (coalition of organisations) facilitated in various communities across the country.	Impact areas identified and leveraging work of key organisations and local structures and institutions	
4.3 Self-sustaining communities realised in pilot sites and lessons shared.	In-depth work undertaken and model established	

5. **Strategic Goal 5:**

Profile, reach, character and capability of MUSA well established and sustained.

Strategy (3-5 year horizon)	KPM	Programmes/Targets
5.1 Movement and organisational structure consolidated	Operating model and structure effective, efficient and aligned with strategic goals	
5.2 Viable and sustainable funding model and programmes	Effective resource mobilisation and deployment aligned with strategic goals and long-term sustainability	
5.3 Positioned as formidable force in Southern African landscape	Credibility, effective branding and communication, and solid partnerships and relations	