



## ASSISTANCE IN THE PREPARATION OF THE TERRITORIAL MANAGEMENT REGENERATION PROGRAM PLAN BINTARAN CHURCH YOGYAKARTA

Ignatius Novianto Hariwibowo<sup>\*1</sup>, Agustinus Edi Sutarta<sup>2</sup>, Oscar Chrismadian  
Noventa<sup>3</sup>, Maria Rosa Ratna Sri Anggraeni Widjojo<sup>4</sup>

<sup>1,2,3,4</sup> Universitas Atma Jaya Yogyakarta, Indonesia

\*Corresponding Author: [novianto.wibowo@uajy.ac.id](mailto:novianto.wibowo@uajy.ac.id)

<p><b>Info Article</b></p> <p>Received : 05 September 2025</p> <p>Revised : 02 Oktober 2025</p> <p>Accepted : 07 November 2025</p> <p>Publication : 30 November 2025</p>	<p><b>Abstract:</b> <i>Planning for the regeneration of administrators in the church area is a very important strategic step to ensure the sustainability of service and effective leadership in the midst of the dynamics of the people. This challenge of regeneration is faced by the Church of Saint Joseph Bintaran Yogyakarta. As a church located in the middle of the city, the Bintaran Church has a problem with the number of young people and young families who are starting to get busy. Therefore, this service is carried out to formulate steps for territorial regeneration. This service uses a SWOT analysis approach as a basic framework with the focus group discussion (FGD) method to find problems and needs. The results of FGDs with several territories show that most territories have a strong foundation as a community, so that the pattern of regeneration can be flexible according to the needs of the people in the territory. Thus, the regeneration program that needs to be carried out is to increase informal meetings to strengthen the sense of community and leadership training.</i></p>
<p><b>Keywords:</b> SWOT Analysis, Cadre Development, Community Participation, Leadership.</p> <p><b>Kata Kunci:</b> Analisa SWOT, Kaderisasi, Partisipasi umat, Kepemimpinan</p>	<p><b>Abstrak:</b> Perencanaan kaderisasi pengurus dalam wilayah gereja merupakan langkah strategis yang sangat penting untuk memastikan keberlanjutan pelayanan dan kepemimpinan yang efektif di tengah dinamika umat. Tantangan kaderisasi ini dihadapi oleh Gereja Santo Yusuf Bintaran Yogyakarta. Sebagai gereja yang berlokasi di tengah kota, Gereja Bintaran memiliki masalah dengan jumlah orang muda dan keluarga muda yang mulai sibuk. Oleh karena itu, pengabdian ini dilakukan merumuskan langkah kaderisasi wilayah. Pengabdian ini menggunakan pendekatan analisa SWOT sebagai kerangka dasar dengan metode focus group discussion (FGD) untuk menemukan masalah dan kebutuhan. Hasil FGD dengan beberapa wilayah menunjukkan bahwa sebagian besar wilayah memiliki dasar yang kuat sebagai paguyuban, sehingga pola kaderisasi dapat fleksibel sesuai dengan kebutuhan umat di wilayah. Dengan demikian, program kaderisasi yang perlu dilakukan adalah dengan meningkatkan pertemuan informal untuk memperkuat rasa paguyuban dan pelatihan kepemimpinan.</p>
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## INTRODUCTION

The regeneration of church administrators is an important process that ensures the continuity and sustainability of church services in the future. According to Masrina et al., (2021), systematic and sustainable regeneration can create leaders who have competence in the spiritual, social, and organizational fields, which are in line with the church's faith values. This becomes more relevant as the church faces demographic and social changes that affect the composition of the people and their involvement in church activities. Therefore, effective regeneration does not only aim to replace the old management, but also to strengthen the quality of leadership and church service in the face of the challenges of the times.

Bintaran Church is one of the Catholic Churches in the city of Yogyakarta. As one of the cultural heritages, the Bintaran Church was 90 years old. By 2024, the Church of Saint Joseph Bintaran has sufficient human resource potential, due to the large number of ages that are categorized as young and adult. However, in the Church of Saint Yusup Bintaran there are often complaints related to the difficulty of finding people in various management, either at the territorial or church level. This causes the people service program to be less than optimal.

The Bintaran Church, which is in the middle of Yogyakarta City, also has human resource challenges in various management, one of which is also due to the phenomenon of moving young families to the suburbs. This has an impact on reducing the number of people who are actively involved in church management. In research by Corcoran et al., (2021), it was stated that social mobility and shifting lifestyles of young families influence their decreased participation in church community activities. The absence of this young family not only reduces the number of administrators but also has the potential to reduce the dynamics of healthy congregational life.

In this case, regeneration is a way that can be done to prepare human resources in various management at the territory of church or parish level. A regeneration program tailored to local challenges is the right solution in this context. According to research conducted by Yoga Pratama et al., (2022), a cadre regeneration program that accommodates problems and needs intensively can prepare qualified church leaders, both in terms of spirituality and the ability to manage various aspects of church operations. Structured program development assistance can help church administrators identify internal and external challenges and prepare them to make wise decisions in carrying out church ministry.

With the assistance of the regeneration program, it is hoped that the Santo Yusup Bintaran Church can produce more prepared and committed church leaders. Successful cadre regeneration not only involves selecting competent individuals but also creating a process that allows managers to continue to evolve in their leadership capacity (Masrina et al., 2021; Panuntun & Paramita, 2020; T. Darmansah, 2020). Therefore, a cadre regeneration program supported by an intensive mentoring process is essential to ensure that the church can continue to grow, be relevant, and remain a living place for the faithful, despite the challenges of social change and demographic shifts.

## **METHOD**

The target of this service is 29 territorial administrators around the Church of Saint Joseph Bintaran. To identify the problems and needs of the community, the *focus group discussion* approach (FGD) will be carried out at three levels, namely the territorial level with the territorial administrators/people, the level of the neighborhood chairman's association, and the parish level together with the parish council. The FGD method was also chosen as a form of manifestation of the spirit of the church that is synod or the church that hears. This term is used to describe the period when the church accepts or listens to the opinions of the people on a problem. Thus, FGDs involving territorial administrators can be a manifestation of the concept of church synods. Using the FGD approach, the following is the service plan that will be carried out:

1. Counseling on the concept of cadre regeneration in the territory.
2. FGD formulation of problems and needs at the management level of each territory. At this stage, each ward administrator will be accompanied by discussing using the specified material. The FGD was given the theme "Territorial Discussion".
3. Counseling on the importance of leadership in the community group. At this stage, the results of the counseling will be carried out to formulate and discuss related to the formulation of problems and needs that have been recapped at the level of the territorial chairman association to clarify the challenges faced and strategies for the regeneration of the people. This activity was themed "Leaders in the Community"
4. Formulation of results at the team and parish council levels. At this stage, the results of the FGD formulation from the ward chairman will be submitted and discussed for program preparation.

In this service, the frame of reference used to formulate the program in group discussions (FGD) is a SWOT analysis. Although SWOT analysis is a framework used

to formulate a strategic plan for a business organization, this framework is quite useful in identifying organizational resources, both internal and external to non-profit organizations (Is Natonis, 2017; Pegi, 2019). Thus, SWOT analysis can be adopted in nonprofit organizations, including religious organizations (Daeng Lio et al., 2020). Because they have different bases, adjustments need to be adopted in religious organizations. The *focuss group discussion* (FGD) approach will be used as a discussion and formulation of the program (Lestari et al., 2025). This step is different from the stages used in SWOT which uses *the quantitative approach of internal factor analysis summary* (IFAS) and *external factors analysis summary* (EFAS) in determining strategic decisions (Kurnia Saputra, 2023).

In this internal dimension, the question will be aimed at exploring the internal potential possessed by each territory. This dimension includes questions about the strengths and weaknesses possessed by the territory. The form of questions that will be used for the FGD discussion:

1. Identify territorial conditions:
2. Strength
  - a. What are the positive/positive forms of things in your territory?
  - b. What are the things you are grateful for or proud of from your territory?
  - c. Tell us, how do positive values affect the dynamics or involvement of your territory?
3. Weaknesses:
  - a. What are the negative/not/bad forms of things in your territory?
  - b. What are the things you don't like/don't like about your territory?
  - c. Tell us, how do negative values affect the dynamics or involvement of the people in your territory?

From the results of the discussion of the question, the needs of the regeneration program will be formulated by comparing the positive and negative values identified in the FGD.

## **RESULTS AND DISCUSSION**

Within a month and a half from (September-November 2025) there were 11 wards involved in the FGD from 29 wards in Bintaran Parish, with a total of 240 administrators (from 11 wards). The results of the FGD conducted with the management were input into the google form that had been provided by the team. The questions in the FGD are divided

into 2 groups, namely related to the data of the people and related to the condition of the people. The following are the results of the FGD related to the data of the people.

Table 1. The data on the involvement of the people is more detailed in percentages

No	Territorial	Youth people percentage	Percentage of young people attendance	Percentage of the administrators in territory	People percentage of participation	People attendance rate	Board meeting
1	St. Yohanes de Brito	54.40%	34.90%	27.80%	5.10%	Medium	Medium
2	St. Anthony	69.10%	42.60%	20.60%	7.40%	Medium	Often
3	St. Mikhael	62.80%	33.90%	19.10%	13.80%	Medium	Medium
4	St. Anna	58.30%	42.90%	16.70%	8.30%	Medium	Medium
5	St. Fransiskus Xaverius	58.00%	46.10%	22.10%	12.20%	Low	Often
6	St. Georgius	20.00%	94.10%	23.50%	8.20%	Medium	Infrequently
7	John Maria Vianney	13.80%	291.7% $\Delta$	24.10%	64.40%	Medium	Keep
8	St. Mark's	31.60%	40.00%	12.70%	6.30%	Medium	Infrequently
9	St. Theresa	63.90%	43.50%	30.60%	13.90%	Medium	Medium
10	St. Mary Dominica	37.50%	100.00%	58.80%	5.00%	High	Medium
11	St. Margaret	71.00%	74.60%	29.00%	8.00%	Medium	Often

Source: Results of the territorial FGD, October 2025

The records show that the territory of Georgius and Maria Dominica has a strong bond of youth and adults. This is a good investment capital. From the table above, it can also be understood that there is a positive trend shown from the following results:

1. Average attendance: 57.9% (pretty good)
2. Average manager: 25.1%
3. Neighborhoods have a presence above 70%

In general, it can be understood that the level of involvement of the people in territorial activities is quite good with an average of 57.9%. However, there is a difference in the level of involvement of the people at the church level, which is an average of only 13.9%. Other understandable information from the number of adults varies greatly between territory. This result presents a big challenge for the formulation of a regeneration program that will be carried out in the territory. Thus, each tertory has its own challenges in regeneration.

The results of the next FGD are related to the condition of the people in the tertorial. The results of the FGD show that the positive values that are the strengths of the people

in the tertorial in general are more dominant than the negative values that are the existing weaknesses. Of the 11 tertorials that participated in the FGD, there were 10 teritoris that said that positive values were more dominant than negative values, and there was only 1 territory that stated that it was dominant negatif. The positive values of the people in the dominant tertory are as follows:

1. Compact
2. Elderly participation
3. Generous
4. Maintained communication

Meanwhile, the negative values that exist in the tertory are as follows:

1. Low participation of the people (especially OMK & productive)
2. Busy work/study
3. Generation gap (old vs young)
4. Less effective communication
5. Monotonous activities

Identify positive and negative values, indirectly showing strength and friendliness within the SWOT framework. From this identification, the FGD directs what potholes can emerge from the situation. The identification results show that the opportunities are as follows:

1. Potential of human resources / talent
2. Proximity to the location
3. Parish support
4. Empowerment program

From this potential, the formulation of the tertoryal regeneration program is tried to be formulated together. The results of the FGD show that the needs of the people for the regeneration program of this church are as follows:

1. Leadership training
2. Facility funding support
3. Priest visits or tertorialal assistance
4. Programmes involving young people
5. Economic empowerment training



Figure 1. First FGD

### Formulation of Territorial Regeneration Program

To help the program formulation, the results of the FGD can be categorized into several categories of poor, good, and very good. This category effort is not absolute but only describes in general the results of the FGD carried out.

Table 2. Mapping of the condition of the Bintaran Church territory

No	Territory	Tertorial conditions	Presentase	Information
1	St. Yohanes de Brito	<b>Good</b>	73%	Solid strength but limited participation
2	St. Anthony	<b>Not Good</b>	45%	Very low participation (50% absenteeism)
3	St. Mikhael	<b>Good</b>	68%	Harmony but low participation of teenagers
4	St. Anna	<b>Excellent</b>	85%	Solid, adequate human resources & funds, no obstacles
5	St. Fransiskus Xaverius	<b>Not Good</b>	52%	Passive people, many limitations
6	St. Georgius	<b>Good</b>	72%	Good program but low OMK participation
7	John Maria Vianney	<b>Not Good</b>	48%	Young people are not enthusiastic, monotonous activities
8	St. Mark's	<b>Good</b>	65%	Good communication, but dominance of the elderly
9	St. Theresa	<b>Excellent</b>	88%	Participatory, compact, structured program
10	St. Mary Dominica	<b>Excellent</b>	82%	Excellent communication, excellent communication
11	St. Margaret	<b>Good</b>	75%	Intimate, lots of potential, spirit of service

Source: Tertorialal FGD, October 2025

From the results of the recap of the condition of the tertorial, the program formulated for tertorialal regeneration can be grouped into three groups, namely very good, good, and poor conditions. The following is a formulation of tertorial programs that can be carried out for each of these groups. For areas that are categorized as excellent, these areas can maintain and improve program innovation from existing programs. Existing programs can be developed to increase familiarity and sense of community. Thus, the transfer of values and tastes can be built as the basis for the regeneration of tertorialal administrators. Furthermore, the tertorial can be used as a pilot model for other tertorials. This program can be facilitated by the church to hold such activities.

For areas that are categorized as good, tertorials can focus on increasing the participation of young people and people. This can be achieved by optimizing communication and personal approach. Therefore, current tertoryal administrators need to develop more interesting programs or activities.

For areas that are categorized as poor, tertorialal administrators can work with the closest team from the church to aid according to the needs in the tertorial. In areas that fall into this category, assistance to administrators needs to be carried out to strengthen the association of fellow administrators. This assistance can also be in the form of training to improve the ability of administrators to be able to formulate programs that can attract the attention and involvement of the people. Thus, territorial administrators can have the ability to manage the people in the tertorial.

From these results of the identification of this area, the program from church that can support the people in the area are:

1. Leadership training. This leadership training is a need that is felt necessary to build the spirit of regeneration of the people in the tertorial. The role of the leader is important to be able to rediscover the values that will be generated through regeneration.
2. Visits by pastors or church teams in the tertorial. The role of the pastor as a figure of the people also has an important function to be able to encourage and inspire the faithful to be involved in activities in the church and in the tertorial. The visit of the pastor also appeared in the needs of the people conveyed at the time of the FGD.
3. Accompany and sharing knowledge from each territory. This program will help the administrator of territory to influence the best practice to manage people participation,

The role of priests as community leaders in moving people has also been shown through previous research. Research by Widodo et al., (2023) shows the role of pastoral agency can help the people to realize the common goal or work, namely a social movement for the poor. Thus, the formulation of a regeneration program can be prepared by involving the priest as the main driver in the lives of people in the church territory.



Figure 2. Formulation of territorial regeneration program

## CONCLUSION

The results of the FGD with the framework of SWOT analysis carried out in this service show that the region has unique characteristics of the community, which is different from organizations in general. Therefore, through this FGD process, devotion is carried out to help the human resource development service team at the Bintaran Church to create a cadre regeneration program at the environmental level. This step will help the team to prepare according to the needs and conditions of each different region. These results conclude that the regeneration program in groups characterized by associations needs to strive to build a sense of common sense and value. The value of the community and the sense of togetherness are important to maintain so that regeneration efforts can be easily carried out.

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