

TRANS-EUROPEAN DIVISION DEPARTMENTAL REPORTS

2015-2019



I love the line in Matt Redman’s song, *How great is your faithfulness*, where he says, ‘We lean on the promise of all that you are and trust forever more’. The experiences contained in this Report testify of God’s great faithfulness to be with us, to be for us, and to help us press on as we review the past four years.

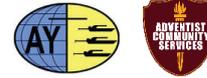
It is hard to capture the essence and hard work of our departments with mere words on a page. This report simply gives a snapshot of the discipling journey of our departmental directors in training trainers and developing and sharing relevant resources. What you have in your hand (or see on your screen) represents countless hours of diligence and sacrifice by our dedicated directors and their staff who have been touched by God’s promises and faithfulness. They went above and beyond what is required of them and we are blessed in having such a team.

I wish to give glory to God for His grace in their lives and ministry.

Raafat

CONTENTS

TED Departmental Reports



Alastair Agbaje (25%)

Teens & Community Services
– page 4



Peter Bo Bohsen (50%)

Pathfinders
– page 8



Daniel Duda (100%)

Education & Adventist Mission
– pages 13 & 17



Karen Holford (100%)
Family Ministries
– page 21



Victor Hulbert (100%)
Communication and Media, Publishing & BCS
– page 31



Patrick Johnson (100%)
Ministerial Association, Personal Ministries, Sabbath School & Special Needs Ministries – pages 42 & 47



Helgi Jónsson (50%)
Health Ministries
– page 51



Tihomir Lazić (25%)
Public Campus Ministries
– page 60



Paul Lockham (50%)
Stewardship Ministries – page 68



Simon Martin (100%)
Discipleship Coach for Scandinavia – page 71



Zlatko Musija (100%)
Youth Ministries
– page 81



Clair Sanches-Schutte (100%)
Children & Women's Ministries
– page 90 & 94



Nikolaus Satelmajer (50%)
AUC & SEEUC Discipleship Coach
– page 98



ALASTAIR AGBAJE

Strategic Plan Teens' Ministries and Community Services 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or partially completed
<p>Equipping, training and providing resources for teens' leaders, youth workers, pastors, teachers and educators in Church identity, spiritual growth, self-image, sexuality, career paths.</p>	<p>Workshops: Church beliefs, ('Getting to Know God' series manual produced by the Dutch Union) education on pressing issues effecting teens, self-harm, addictions, anger management, anxiety, depression and any other teenage related issues.</p>	<p>Continuing with 'Youth Alive' Resource created by the General Conference and introduced to the TED in July 2018. A very effective and practical resource for leaders and trainers to promote healthy positive choices and the avoidance of risky behaviour as an intervention, utilising social media tools, an online resource pack and interactive android/ IOS and other materials.</p>	<p>Youth Alive has been successfully introduced and rolled out in two unions as a trial. With the intention to receive funding from the GC to further implement programme within their territories as a pilot. The success of this programme and resource will be shared and modelled throughout the Division.</p>
<p>Promote and showcase talent within the Division, teens fellowship with peers from other countries, unity and friendship.</p>	<p>Prizes and awards presented to talent that have been successfully judged. Recognition of artists who present original material.</p>	<p>Completed with a Summer Concert in August 2016. A joint venture partnership between the South England Conference and the TED.</p>	<p>A huge amount of resources and effort was invested into this programme that attracted more than five hundred teenagers. After reviewing the event, it was felt that this type of programme, logistically, would be beneficial on a Union level.</p>

<p>Providing a platform for our teens to reach out to the local community, by making an impact by addressing specific needs and equipping our teens with the responsibility to fulfil tasks.</p>	<p>Contacting local authorities for a list of areas that require support, networking with organisations and charities that supply support to the community. Seek sponsorship from companies to drive initiatives.</p>	<p>Continuing with GYD (Global Youth Day) has successfully created a platform for our teenagers and young people to become equipped in service and to reach out practically to their communities with acts of kindness: providing food, clothing, water and general items of need.</p>	<p>This programme continues to grow year on year in participants and projects. Within the division GYD has successfully moved from a day to a focused year-round-consistent programme for the community, engaging our teens, youth and young adults. 2019 was our peak year for seed funding from the Division, an increase of 127% in comparison to 2016, which equates to £25k seed funding. Seed funding applications increased by 158% in comparison to 2016, which equates to 32 applications. Social media platforms, Twitter, Instagram, Facebook attracted over 75 million impressions for #GYD18. This initiative has had a huge impact on our teens and young people, who grew in developing new creative and innovative ideas and effective ways to reach out to their local communities.</p>
<p>TED Centres of Hope.</p>	<p>A hub for the community to have easy access to resources, food, clothing, education, mentoring, training, healthy eating and exercise.</p>	<p>Continuing. A successful partnership emerged in 2017 with ADRA-UK and Urban Ministry, who have successfully partnered with the TED to provide and inspire teens and young people to provide a free service to the community.</p>	<p>On-going venture and partnership.</p>

PERSONAL EVALUATION

The Teens' Ministries and Community Services position being a 25% role, I believe has surpassed its percentage expectation and has made an impact within the Youth department in the various programmes and projects that have been supported. I also believe there is an element of, if the position was afforded 100%, how much further and greater could have been the impact. However, I am delighted to see solid progression in the following areas, which has helped me to see the areas that have made me feel proud and have a sense of achievement:

Global Youth Day

This programme, started in 2013, is still going strong within the TED and it has contributed to the highest seed funding on record to date, in excess of £26,000 for over 32 projects. In comparison to 2016: £9,000 and 11 projects. We have seen significant growth over the last five years.

Happy Hand

In 2012, I was present to see the opening of the first Happy Hand store in Copenhagen. A mini concert and an appreciation service was held within the store to celebrate its opening. To return to the store in 2016 and see the store flourishing is a credit to the leadership and management of the Danish Union's vision for growth. I enjoyed a bible study and a meal with a group of people from the local community. In addition, I visited with a group of very committed students, who regularly gathered at the store in Aalborg, and it was also very impressive and inspiring.

Youth Alive

Really exciting times for leaders and trainers to finally possess a user-friendly resource that is relevant and practical, to affect a generation of teens and young people that are being exposed to risky behaviour and negative choices. This resource has the potential to have a huge impact.





PETER BO BOHSEN

Strategic Plan Pathfinders 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
Develop a regional social media tool for Pathfinding.		A Facebook page has been created, which now has 1,600 followers, with weekly activities and information shared. A Camporee Facebook page has been made to inform and equip leaders.	
Strengthen and increase Pathfinder activities in local clubs.		Master Guide training/meeting in Lithuania, Estonia, Latvia, Croatia, Slovenia, Norway, the Netherlands, Denmark, Poland. Connection/meetings made with leaders in North England, Iceland, Serbia, Hungary, Holland, Sweden and Finland.	
Equip leaders.	Set up an idea/resources database as a support for current and future leaders.	During the TED Camporee, we had 68 different activities running. Many leaders expressed that they were inspired by the many activities and wanted to implement them in their own countries.	The platform has been developed, but there is a lack of input on the webpage.

<p>Develop regional Master Guide training.</p>	<p>Camps and webinars.</p>	<p>Master Guide camps have been held in Tromsø, Norway with 200 participants from thirteen of our unions and in Krakow, Poland with 170 participants from twelve unions.</p> <p>Both camps included training in various topics and courses, with the aim to strengthen small groups of Pathfinder leaders, equipping them to start and run Pathfinder clubs in areas with no Pathfinders or where Pathfinder programmes have been shut down.</p>	
<p>Increase communication between unions/ clubs to share resources, knowledge, innovation and outreach ideas.</p>	<p>Establish a Pathfinder online database of Pathfinder Leader/club details with profile, resource and event pages to share and update. Create short web clips of what each club is doing to introduce itself and seek to inspire others.</p>	<p>A webpage has been developed but mainly for camporees and events. It is also used as a historical site, where videos and pictures from previous camps are gathered and uploaded and where Pathfinders can also share their files.</p>	
<p>Strengthen and increase Pathfinding activities in local clubs for church and community youth.</p>	<p>Visit and train leaders.</p>	<p>Visited the Netherlands, Poland, Serbia, Britain, Denmark, Finland, Sweden, Lithuania, Latvia, Hungary, Iceland, Croatia, Slovenia, Cyprus, and Norway. Visited and trained during the TED Camporee, Nordic Camporee, North England Conference (NEC) and British Union Conference (BUC) Camporees, as well as camporees in Serbia, Sweden, Denmark and Latvia.</p>	

<p>Equip leaders.</p>	<p>Gather together information which can be made available to leaders.</p>	<p>The open layout of the TED Camporee gathered and strengthened leaders between unions. This inspired local leaders to share and meet together, and unions with strong Pathfinder movements/clubs existed, helped and equipped unions with only few Pathfinder clubs/members/leaders.</p>	
<p>Strengthen and develop Pathfinding for 15+ years and teens with progressive leadership courses.</p>	<p>Work with countries already running Rover programmes to develop information which can be made available to all.</p>	<p>Participated in the 2-week Polish Rover Camp, Rover programme during the TED Camporee, with more than two hundred 16+ years Rovers participating in activities, socialising across countries and an all-night Rover hike with more than 250 participants.</p>	
<p>Develop Master Guide training in local regions.</p>	<p>Develop online training and webinars.</p>	<p>We have had a remote training session for leaders in Lithuania and Iceland, and will start one in Cyprus later this year.</p>	

PERSONAL EVALUATION

TED Camporee

The Camporee was a major task in the Pathfinder department, planning such a big event to include all the unions/conferences in our Division. We had to give consideration so that the programme and activities could include everyone. We had 4,000 attendees from 26 countries, mostly from our Division, but we also had visitors from the Ukraine, Russia, France, USA, Israel, and New Zealand.

The Pathfinders could explore a large range of different daily activities – 68 in total. During the week, there were other joint activities, including the creation of a 50m² image put together from small pixels which the Pathfinders themselves had gathered. The Market Day, with many hundreds of stalls, managed to raise over £14,000 for projects in Albania and the Dominican Republic. During the Sabbath morning service, twelve Pathfinders were baptised.

These actions, I believe, made the camp more memorable for the Pathfinders. Things like the way that the campground was set up, the getting-to-know-you activity and the bonfire exchanges amongst countries allowed the Pathfinders, clubs and nations to mingle. This created a wonderful harmony in the camp with many interactions and friendships formed. This is what Pathfinding is all about.



The British Union Conference did an enormous job with all the logistical work, including dealing with food, security, layout, camp logistics, transportation, music and much more.

The Camporee was well received by different countries and I saw several countries helping each other, exchanging skills and planning to have camps between the unions.

Sparkling Moments

For the Pathfinders at the TED Camporee, it was a 'hands-on experience' where the Exodus theme was felt throughout the whole camp. A combination of Melissa Myklebust's talks in the evening and the Bible studies in each club in the morning allowed the Pathfinders to understand the 'Exodus' experience better. However, it was also the activities like being able to experience the tabernacle in real size; the honours; the 'plague of the day' and the 'Red Sea' experience, where every Pathfinder blew up a balloon to contribute to the 'sea', I believe made the camp more memorable for the Pathfinders.





DANIEL DUDA

Strategic Plan Education 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
<p>Offer TED Scholarships for young people to experience Newbold College of Higher Education (NCHE) & Adventism.</p>	<p>Offer 18-20 scholarships to students from both low & high salary countries.</p>	<p>Since January 2016 133 students received TED scholarships to the amount of £504,682; 42 students in 2019 received £121,465 including the ‘Year in Mission & Service’ programme.</p>	<p>Both TED Scholarship and Year in Mission & Service Scholarships initiatives bring truly positive results and make it possible for young people to attend Newbold and get a new perspective on Adventism.</p>
<p>Offer TED Sponsorship for upgrading workforce.</p>	<p>Sponsor MA in Theology/Health at NCHE.</p>	<p>In 2018 the TED put £174,028 into this sponsorship; In 2019 so far £96,109. Currently there are 20 FT & 6 PT students at NCHE for MA in Theology.</p>	<p>Works well with full-time (FT) studies; but challenges remain for part-time (PT) intensives when greater uptake from the unions is needed.</p>
	<p>Sponsor MA in Leadership for all unions/fields.</p>	<p>2019: 30 Students; £270,811 has been put into it since 2016; Between 2017-2019 our fields have put another £176,904 into sponsoring this programme.</p>	<p>This initiative will provide a group of fresh new leaders for our unions/fields/division. The pool of new candidates seems depleted for now, since no new cohort started in 2019.</p>

	Sponsor MA in Poland; Master of Theological Studies (MTS) in Maruševec, etc.	MTS: 2016-19 £20,212 invested; MA in PUC: between 2016-19 £8,639 invested.	Good cohort in Poland (20+14) and Maruševec (19) for AUC & SEEUC. Best option for furthering pastoral education for their fields.
Enable Adventist schools to improve their accreditation term and follow the best practice.	Wide participation in Adventist Accreditation Association (AAA) visiting teams to share good practice Division-wide.	All tertiary schools accredited; NCHE helping with Team members.	We have five schools in Higher Education sectors. Newbold received "Form B" status. Challenges in some Unions seminaries because of their size, which is beyond our control, but we do our best to be helpful.

PERSONAL EVALUATION

The Education department has a transformational effect on the lives of our young people from pre-school, primary schools (30), secondary schools (25) and Higher Education (5) sector. We have over 737 teaching staff and 309 non-teaching staff, giving us over 1,000 dedicated people working, not only for our Adventist young people (1,250 students), but a sizeable contingent of society (over 3,500 non-Adventist students).

In July 2019 the quinquennial **TED Teachers' Convention** took place at which 170 people (120 teachers) participated mostly from primary and secondary schools. This is an important inspirational event that is much appreciated by the teachers and functions as a continuing education event besides its networking and spiritual benefits.

With the average size of a local church in the TED being about 63 members, most of our young people on a typical Sabbath morning do not see the kind of Adventism that they can eagerly identify with. Thus, the **TED Scholarships** each year allow young people between the age 18-30 to attend Newbold College for a year, giving them a life-transforming experience with a variety of culturally sensitive worship, relevant preaching and academically sound teaching, sitting at the feet of professors, who thought through their Adventism in contemporary Europe. This initiative works well and brings positive results as testified by many young people who have taken advantage of this scheme.



Year in Mission & Service Scholarships also provide meaningful involvement in local community that goes beyond the academic training and offers a hands-on experience in an international development context.

The TED puts significant amount of money into **leadership training** at all levels and for all our unions and fields. This is an important step in developing and transforming the future leadership at all levels of church organisation. Given our membership numbers, the amounts invested make the TED a world leader among the 13 divisions in investing in education.

With **four union seminaries/colleges and one Division institution** of Higher Education, Newbold College plays an important part in providing staff for **AAA visits** to our TED schools (and beyond) and thus helping our institutions to achieve a high level of academic performance and creating a transformational spiritual environment that will shape a new generation of young people and church pastors/workers.

The **TED Bible Conference** organised together with Newbold College, GC Biblical Research Institute (BRI) & Andrews University in June 2019 proved to be a significant event in exploring and shaping the Adventist Identity in contemporary Europe for church leaders, Theology professors, church planters and frontline movers and shakers who can influence the future direction of our church in the coming years.

Sparkling Moments

In the last four years (2015-2018) **271 young people have been baptised** in our schools. This represents a significant commitment that will be influencing the local churches in the near future. Besides this, the lives of almost 4,800 students have been touched each year for God's glory and better service to humankind in this world. A new generation of young teachers also joined the ranks of 737 teachers, who besides providing quality education also prepare the students for the Second Coming of Jesus. In all schools of our Division, we have 260 students who are studying Theology/Religion. Many of them will form a new pastoral force so badly needed in this part of the world.



DANIEL DUDA

Strategic Plan Adventist Mission 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
<p>Reward creative thinking and innovative projects that try new approaches to mission.</p>	<p>Choose 15 projects annually from various unions/fields.</p>	<p>2016: 12 projects (\$40,000) 2017: 8 projects (\$26,353) 2018: 17 projects (£48,626) 2019: 10 projects (£32,000) Total 2016-2019: £130,050 invested in 47 creative and innovative projects</p>	<p>This approach/method works well. In 2019 we had 69 applications asking for £229,930. In 2018, 23 projects were asking for £77,304. A significant number of projects in this category were financed also from Mission Board Departmental pots.</p>
<p>Fund mission projects in harmony with GC Strategy & Guidelines.</p>	<p>Keep financing existing projects and choose new ones with excellent outreach potential.</p>	<p>2016: 51 projects – TED \$42,245; GC \$273,805 2017: 27 projects – TED \$67,783; GC \$212,740 2018: 55 projects – TED \$134,345; GC \$369,754</p>	<p>In 2018 we were able to spend the whole GC allocation and get \$34,754 more for these projects. It works well in some unions and not so well in others. It mostly depends on local coordinators. Total invested between 2016-2018: \$244,373.</p>

<p>Develop effective mission strategies for areas like Montenegro, Albania, Greece, Cyprus, Kosovo, Greenland & Faeroe Islands.</p>	<p>Develop mission/out-reach plans.</p>	<p>2016: 4 projects for (£4,177)</p> <p>2017: 7 projects for (£25,190)</p> <p>2018: 17 projects for (£66,727)</p> <p>2019: 13 projects for (£60,815)</p> <p>Total: 41 Projects – £156,908 invested</p>	<p>New Urban Centres of Influence (UCI) approved for Berat, Dubrovnik, Tallinn, Debrecen, Miskolc. Some new UCIs are in the pipeline. Working with the unions on the strategy for challenged areas.</p>
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PERSONAL EVALUATION

The Mission Board Committee's approach, where no single individual holds a disproportionately large budget, has proved to be a step in the right direction. The processes have been developed and fine-tuned, so we now have a system that rewards quality projects, has in-built accountability and reporting, and rewards those fields who come up with good projects. A greater involvement of Departmental Directors in collecting the reports of the projects is needed.

The Creative and Innovative Outreach Fund works well despite the small number of Division members. Consistently investing in this over the last number of years, makes the TED a world leader among the 13 divisions. The quality of projects fluctuates between the years. The initiative would be greatly improved if we could create and maintain a website that reports on the projects. This would serve as a reference point and motivation for the unions/fields to see what works elsewhere and thus a significant source of inspiration. Unfortunately, this is beyond the current human power devoted to Advent Mission.

Church planting works well in some unions. In 2018 we have been able to reach an all-time high, investing in the current church plants. However, new impetus is needed in many of our unions as a number of church plants are coming to the end of their funding period. Tension between a local church plant, where we have local members who are motivated to do something for the local communities and money is needed, and the higher levels of church structure is palpable. As a Division we cannot work directly with church plants. Thus, some of the unions who used to be giants in church planting in recent years are currently not using their potential. We cannot expect to use our GC allocation, if more is not done on the union level.

The access to the GC funded Advent Mission/Global Mission initiatives works well. A number of new **Urban Centres of Influence** have been started in the last two-three years. We have used **GC Mission Advance** (formerly Council on Evangelism & Witness) funding for all four years of this quinquennium for various projects in four different unions receiving \$25,000 each year.

The creation of a **Special Initiatives Fund** in 2017 has served the Division really well, providing special funding for the community outreach, Youth-lead initiatives and creation of resources that would be otherwise beyond the possibility of Mission Board funding. However, the uptake varies between the unions/fields.

The greatest struggle is moving our unions/fields from project thinking to process/strategy thinking. There are still some vestiges of expecting the Division to be the generous source of funding for splash-type events for which there is always a shortage of funds at the local level. Despite collaboration with the unions/fields, developing effective mission strategies for areas like

Montenegro, Albania, Greece, Cyprus, Kosovo, Iceland, Greenland & Faeroe Islands remains to be a problem. However, some steps have been achieved in Albania, Greece, Cyprus, Iceland and the Baltic states.

Sparkling Moments

This is the area where many encouraging and inspiring stories can be told. Most of them will be told in different departmental reports. Just a few examples:

- 1) An Adventist motorcycle club, based near Belgrade, Serbia, was registered in July 2016. It stands in direct contrast to the reputation of gangs such as the infamous 'Hell's Angels'. Their initial outreach has included a literature stand at a local fair and using their bikes as a basis for literature evangelism in four towns.
- 2) Božidar Mihajlović, president of the Bosnia & Herzegovina Conference said that the recent project 'Invasion of Love' was one of the most memorable of his pastoral life. For the second year running, the first week of August 2019 saw 25 volunteers offer free car washes, paint park benches, clean up areas of the Jajce town, and give away free ice cream and flowers. On the health front, the Adventist young people offered local residents free blood pressure and blood sugar level testing. In addition, they visited with the police, with non-governmental organisations (NGOs) working with special needs groups and, on the final day, organised a peace walk. "We made a great impact in the city and an even greater impact on the participating volunteers," said Mihajlović. They plan to come back to Jajce in 2020, a town with a population of only 30,000 and which has been divided with strict ethnic lines since the Balkan conflict. As seen from this story, young people can see themselves as bridge builders to reconcile a divided community.
- 3) Sebastian Matula reports on the follow-up work for the Swedish-speaking minority in Finland, which continues from the defunct Urban Centre of Influence in Vaasa. New people have been baptised and health and theology presentations continue to attract both the Swedish and Finnish-speaking population in north-west Finland.





KAREN HOLFORD

Strategic Plan Family Ministries 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
<p>To improve family spirituality.</p> <p>To help families to have enjoyable and meaningful worship experiences.</p> <p>To help families experience happy Sabbaths.</p> <p>To help families nurture the character strengths of their children.</p>	<p>Project Title: Hand in Hand with Jesus (tbc)</p> <p>Training of leaders and parents.</p> <p>Providing resources for families and leaders.</p>	<p>Links to ‘Family Worships – 52 Family Worship Ideas’ on website written by Karen Holford that are also designed to train families in spiritual parenting skills as they progress through the worships.</p> <p>20 workshops delivered on family workshops in 18 countries.</p> <p>12 workshops delivered on Making Sabbath Special in 9 countries.</p> <p>26 workshops delivered on character development in 12 countries at churches, training events, camps, schools and at the TED Education Conference.</p> <p>4 leader kits available for use in local workshops on creative prayer, delightful Sabbaths, family worships and creative learning of memory verses.</p> <p>Family worship materials translated into Latvian and Hungarian, possibly other languages.</p>	

		<p>12 Family Worship Activity Placemats on website (more to be added).</p>	<p>I am aiming to complete at least 12 more placemat designs before the end of the quinquennium. This is work in progress.</p>
<p>To improve the experience of families of all ages during the worship service.</p>	<p>Project Title: Altogether Wonderful</p>	<p>12 workshops on intergenerational worship delivered in 8 fields.</p> <p>38 intergenerational worship services conducted in 12 countries at churches, conferences and camps.</p> <p>1 training book on intergenerational worship (<i>Altogether Wonderful</i>) written by Karen Holford and published by the GC Children’s Ministry Department.</p> <p>The book, <i>Altogether Wonderful</i>, has been given to many pastors across the TED, enabling learning which can be shared and reinforced.</p> <p>This book is currently being translated into Latvian and Hungarian, and possibly other languages.</p> <p>Free copies of this book are available to pastors and leaders on request, while supplies last.</p> <p>Access to the intergenerational worship materials will be made available through the iCOR portal too.</p>	<p>The support of iCOR in the area of intergenerational worship, and collaboration with their ministry, has also enabled progress in this area.</p> <p>I would like to help local churches by providing detailed programme outlines for at least six intergenerational services. It has not been possible to complete this yet, but four programmes are being prepared and I hope to have them ready to share by June 2020.</p> <p>I would also like to encourage those churches who are regularly planning intergenerational worship services to share their ideas through the website.</p>

<p>To improve the quality of marriages, family life and relationships for church pastors and church leaders.</p> <p>To develop the material prepared for use by other married couples too.</p>	<p>Convene working party to explore the key factors in enriching pastoral marriages by December 2018.</p> <p>Encourage each Union to host at least one pastoral marriage enrichment event during this Quinquennium.</p> <p>Create a home study kit for pastoral couples which can enrich their marriages in a positive way by December 2018.</p>	<p>4 workshops supporting pastoral marriage for leaders and spouses in South-East European Union (SEEUC), 2 workshops in British Union (BUC), a pastoral family camp in Estonia (2017).</p> <p>Links from website to North American Division (NAD) pastoral family seminars – several written by Karen Holford.</p> <p>Links to excellent interactive web-based learning app for couple relationships (<i>Toucan Together</i>) placed on website.</p> <p>First draft completed of self-study pack for couples.</p>	<p>I have not yet been able to convene a working party/advisory group, but I am looking into the possibility of the TED/EUD organising a group meeting for the second half of 2020.</p> <p>Some fields are providing pastoral marriage retreats and family camps and we are in the process of finding out how many events have actually taken place.</p> <p>The home study kit for pastors and their spouses is in a draft document, which will be revised and shared with other leaders for comment and further revision by May 2020.</p>
<p>To provide training and enrichment in the area of family ministries and relationships to leaders, pastors, and family ministry directors/leaders.</p>	<p>Family Ministries Leadership Training (FMLT)/Enrichment.</p> <p>Offer Continuous Educational Units (CEU)/Continual Professional Development (CPD) credits through Newbold College.</p> <p>These could be offered at an annual residential training event, or day training events in each union or field.</p> <p>Alternative online courses could be provided or suggested for pastors who are unable to attend training and workshops.</p>	<p>In 2017, 5+ hours of training provided for pastors and leaders in 10 fields.</p> <p>In this quinquennium we have already had 22 TED graduates from the FMLT programme.</p> <p>There are currently 19 students from the TED attending this course.</p> <p>List of seminars that can be provided by TED FM leader already completed and regularly shared with event organisers.</p> <p>4 days of Relational First Aid training delivered to pastors and Bible workers in Lithuania.</p> <p>36 hours of classes on pastoral care/ counselling skills delivered to Newbold and Maruševc theology students.</p>	<p>So far, I have not pursued the accreditation of this training course due to the volume of work this would entail. However, it would be useful to provide CEU/CPD credits for ongoing education of pastors and I need to explore the best way to do this.</p> <p>I am in the process of identifying online courses that could be suggested to pastors and leaders who want to learn more about family ministries. Links will be provided on the Family Ministry web pages when these have been located.</p>

<p>To encourage Total Family Involvement in caring service and outreach activities.</p>	<p>live:kind Project (previously called Heartlight). Groups of families will set their own outreach and compassion activity targets and work together to reach their short-term and long-term goals. Once they reach a target, they celebrate it in their chosen way and then work towards the next target. Ideas for simple outreach activities for families with children and teens.</p>	<p>7 workshops on Family to Family kindness evangelism, plus training of FMLT trainees from British Union (BUC), Hungarian Union (HUC), Swedish Union (SUChC), Baltic Union (BAUC), Polish Union (PUC) and South-East European Union (SEEUC). 14 lists of at least 30 kindness ideas in different categories available on Family Ministry department webpages. Weekly TED Facebook posts promoting the live:kind project have been shared widely throughout 2019.</p>	<p>This has been achieved at a basic level. I would have liked to have done more to promote this during the Adventist Family Ministries Centenary year, but I was unable to do so because of the extra work required for my MA Leadership studies.</p>
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<p>To encourage the development of toddler groups or other activities for young families, to build friendships and support networks for families in the community from an early stage when they are most receptive.</p> <p>Why...</p> <p>Young families often need support, new parents often feel lonely and enjoy contact with others.</p> <p>We can share parenting, relationship, and health information in fun ways, share faith, pray, make a difference to their lives and support them through their challenges.</p>	<p>Reaching Young Families.</p> <p>Create a training kit.</p> <p>Promote the concept.</p> <p>Design posters and sharing materials.</p> <p>Resource pack to be developed by December 2019.</p>	<p>Introductory workshop on the outreach and community service potential for carers and toddler groups presented to all FMLT trainees in family evangelism module.</p> <p>The training pack has been written and is currently in the design process.</p> <p>Once the pack has been designed, promotional materials and posters can also be designed and created.</p> <p>Raw video footage has been created for the training package and promotional materials and it needs to be edited into a final product.</p>	<p>This project is in progress and I plan to focus on completing it in early 2020.</p> <p>I have not been able to find time to complete this so far because of my MA Leadership studies, and my inexperience in designing and editing videos. But I hope to find a way to do this in the near future.</p>
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PERSONAL EVALUATION

This quinquennium is my first experience of working for the Trans-European Division. I have had many ideas and dreams for my work in this department. However, I also chose to study for the MA in Leadership that was offered by the Division, because I wanted to learn how to be a more effective leader. I have been deeply enriched by the learning, reading, departmental projects, writing and reflection that I have undertaken in my studies. Although the degree has naturally taken my time and energy away from my department at times, I believe that it has also enriched my understanding of my work, and my competency as a leader.

I enjoy collaborating with other departments, so I have participated and taught in events together with the leaders of the departments for children, women, health, ministerial, youth, education and ADRA. I believe working with my colleagues enables me to learn from them, and to minister in wider contexts where there are shared areas of need or concern.

Training Leaders

During this quinquennium I have developed the Family Ministries Leadership Training (FMLT). Previously known as CFLE (Certified Family Leaders' Education), the course has been revised and updated to meet the current needs of leaders. It is now held over a three-year cycle instead of five, and leaders can join at any time in the three years. It is more practical than theoretical, giving family ministry leaders useful skills and creative ideas that they can implement immediately. The Division has also increased its level of sponsorship and support so that couples can be trained together in family ministries leadership. They can apply their learning to their own relationships and then work together to adapt it to their own cultures and contexts. Another significant development in the FMLT training is that the TED and the EUD are now working together and taking it in turns to coordinate the annual training event. This spreads the workload and enables idea-sharing between the divisions and the trainees. I recommend that this training continues to be implemented and developed to meet the everchanging needs of families.



Nurturing Ministerial Marriages

Many families are facing struggles across the Trans-European Division. I believe that it is vital to nurture and strengthen the marriages and families of our leaders, so that they can, in turn, nurture and strengthen the marriages and families within their churches. This can be challenging to do as pastors and leaders are busy, and special retreats and training events for pastors and their spouses and families can be expensive. However, I believe that we need to find ways to overcome these barriers, perhaps by holding special events for young pastoral couples. I am also working on a research project into the effect on pastoral marriages of learning the skills to mentor other marriages, using a low cost and easy to access online course. If this is effective, it will provide a very low-cost method of enriching the marriages of our pastors as well as the marriages of members throughout the Division.

Supporting Families

Our couples and parents need more support and resources to help them in their relationship challenges. There is a need for simple resources that are quick to translate, and articles on these topics that can be published in union papers so that they can reach the members in local churches. This is a need that can be easily addressed in the future.



Inspiring Intergenerational worship

The work with intergenerational worship has been especially satisfying. The concept of intergenerational worship fits well with the emerging models of iCOR (intergenerational Churches of Refuge), and with family ministries, children's ministries, teen and youth ministries, mission and discipleship. Implementing intergenerational worship helps to create sustainable church communities which involve and engage members of all ages, from toddlers to grandparents, in their worship experiences and ministries. There are a number of churches across the Division who have discovered the joy, and the challenges, of intergenerational worship and it would be useful to produce a range of programme packs with ideas and resources for local churches to use in their worship services. It would also be helpful to hold weekend training events to train and equip local pastors and leaders to engage in intergenerational worship.

Looking Ahead

Recently the Inter-European Division (EUD) held a successful joint ministries conference for Women, Children and Family Ministries, which was attended by many lay people, including one hundred non-Adventists. It may be that a similar event could be held in the TED, or that we hold a joint EUD/TED shared ministry conference in the next quinquennium.

There is much more to be done in the work of family ministries, especially in our current context where the family is being undermined from so many angles. In the future it would be useful to survey the greatest needs of families and to direct energies and resources towards these areas. I would like to see more training for pastors in relational care skills because one of the greatest needs of our church is for healthier relationships that help to retain families and members.

Sparkling Moments

Wherever I go and whatever I do, there are usually a few of these sparkling moments and deep encounters that make my ministry joyful and meaningful. I look out for these moments and treasure them.

The new Family Ministries Leadership Training programme has been very successful. The collaboration with the EUD has enriched and expanded the group and created excellent opportunities for learning and for inspiring each other. Several of the trainees were inspired to join the programme after being my translators, and when I see the passion and creativity of these emerging new family ministry leaders, I am inspired with hope for the future. I can see the benefit of training couples in family ministry leadership, when both spouses feel a calling to this ministry, and I am grateful for the TED sponsorship of this training which is enabling couples to study together.

I especially enjoyed teaching relational and pastoral care skills to pastors and theology students. It is rewarding to teach those who have the potential to make the biggest difference to the families in our local churches, and we need to ensure that future pastors are equipped with some simple skills for supporting and ministering to the families and couples in their congregations.

I have been inspired by the churches that have started to explore intergenerational worship as a form of “every week” evangelism which inspires and engages their children and young people. Some of these congregations are discovering that the whole church is beginning to enjoy worshipping together in creative ways that involve people of all ages. I have particularly sparkling moments when the leaders of these churches share their experiences with me, and when I can see that they are developing their own creative ideas.

Be Thankful

Hide it in your heart

Be thankful in all circumstances. 1 Thess. 5:18, NIV.

Talk about it:

When do you most want to say thank you to God?
In what circumstances is it hard for you to be thankful? What does it feel like when people don't thank you? How can we be more thankful to God? How can we thank each other more often?

Tough stuff

Think about a difficult situation in your life right now. Find at least one positive thing in the situation and thank God for it.

Plate pictures

Arrange some of the food on your plate to make something you want to thank God for. Can the other people around the table guess what you made? Or cut/tear a shape out of a piece of paper and ask everyone to guess what you're thankful for.

Echo psalm

Read Psalm 136:1-9. Ask one person to read out the first part of each phrase, and the rest of the family to respond by saying: 'His love endures forever'. Make up your own psalm of gratitude. Take it in turns to tell God something you are thankful for, followed by the rest of the family saying: 'His love endures forever'.

Gratitude Alphabet

Think of at least 5 things you can thank God for beginning with each letter of the alphabet.

Put into action

Thank each person at the table for one thing they have done to help you or to make you happy in the last few days.

Roll your thanks!

Find a dice. Take it in turns to roll the dice and thank God for something:

- 1 – Thank God for something good that happened today.
- 2 – Thank God for one of His amazing creations that you saw today.
- 3 – Thank God for a person who helped you today.
- 4 – Thank God for something you learned today.
- 5 – Thank God for something you ate today.
- 6 – Thank God for something you have never thanked Him for before.

After the meal

Make a thank you card. Write a thank you note inside and give it to someone special!

Grateful in the Bible

Think of some Bible stories where people said: 'thank you'. Which is your favourite?

Moments also sparkle when I teach parents about spiritual parenting (character development, family worship, growing healthy relationships, helping children to balance their emotions, and loving approaches to discipline). It is powerful when they understand that they are co-parenting God's child, and He is there to inspire and support them in one of the most amazing creative processes on earth – shaping the heart, spirit, character and emotions of one's own child.

I am also passionate about inspiring and supporting marriages, because a loving, happy and securely committed marriage creates the best context for raising children who are also loving, happy and secure. When married couples realise that one of their greatest God-given responsibilities is to take away their spouse's aloneness, and to be channels of God's love into the other person's life, it can elevate their perspective on their relationship, and inspire them to show love to each other in fresh and creative ways. Life sparkles when I watch couples find a new vision for their relationship.

The live:kind project has inspired many people to do small acts of kindness as often as possible, and it has raised their awareness that kindness is the warm foundation for every healthy human relationship. It has been inspiring to see how many times the TED love:kind Facebook posts have been shared, and to hear the different stories that have arisen from this project. For example, there is one church where members are invited to share their creative acts of kindness each week, and to help each other think of new ways to show kindness in their small community.

The Family Worship Placemat project has been a simple and successful way to encourage families to make the most of their mealtimes by engaging in spiritual conversations and activities together. More topics will be added, and we are now providing design blanks that can be used as backgrounds when materials are translated into other languages. I have been inspired to hear that a number of unions around the world have added these to their websites, schools have printed them to share with families as gifts, and health-food stores have shared them as giveaways.

I believe that we are here to experience as much of God's love as possible in our own lives so that we can love Him and others with the best love possible for our level of developing spiritual maturity. My sparkling moments have rarely been about amazing deeds, accompanied by fireworks and flashing lights. They are usually found in my one-to-one encounters with the incredible people I meet, teach and converse with, when somewhere between us there is a sparkling experience of God's love, joy and hope. This may happen when there is a fresh insight into God's love, a deeper understanding of how they can express God's love in a relationship that is important to them, or maybe an experience of God's comfort, forgiveness and grace for them and their families. This is what inspires my work. I hope and pray that God's love will shine through the cracks of our human brokenness, and the brokenness that is in every relationship and family, as relationships are strengthened and healed.



VICTOR HULBERT

Strategic Plan Communication & Media, Publishing and Bible Correspondence School 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
<p>Share news and special features that inspire and strengthen faith.</p>	<p>Provide regular, informative, inspirational news reports on the website and via <i>tedNEWS</i>.</p>	<p>Continuing with 510 news articles published online since elected in November 2015 (as of 23/9/2019). An increasing number of these articles are re-published in Adventist Review, on ANN and are translated into other languages in the TED and beyond.</p>	<p>This will only ever be a partial completion as mission, and the reporting of mission, is an on-going process.</p>
	<p>Record regular video reports with directors reporting on their trips and inspirational stories.</p>	<p>Continuing. 319 videos have been uploaded to our YouTube account (as of 23/9/2019) Many are also shared on the TED Facebook page. A number of these have been shared on other platforms such as ANN, ARTv and Hope Channel.</p>	<p>The list of videos includes video reports with directors but also reports direct from the field as matching travel plans with time in the office to film is often difficult. However, the continuing aim is to provide appropriate coverage across departments and the territory of the TED.</p>
<p>Provide resources via the website for all departments.</p>	<p>Redevelop the TED website to make it more user-orientated with an easier access to resources as provided by the departments.</p>	<p>A complete website redevelopment was completed in 2017-2018. Updating and development is continuing with a new look for a number of pages to help make them more understandable and easier to navigate, as well as to keep up with good practice.</p>	<p>Web development is always an ongoing process. We are currently monitoring developments with the GC model and its current implementation at the British Union Conference (BUC). If this is seen to be successful, we may change platforms and re-develop post the 2020 GC Session.</p>

Develop short training videos.	Help directors provide appropriate online training.	Completed according to departmental needs and requests.	We have worked with a number of departments, either to film directly with them or to guide them to trusted producers who can help them. This is an ongoing process with more than one project currently in the pipeline.
Provide support as needed for crisis management.	Update TED Crisis management manual. Provide or arrange training as appropriate at TED and union level. Provide resource material and support in the event of a crisis.	<p>Manual update completed. Training provided to the North England Conference (NEC) and South England Conference (SEC), Croatian Conference, East Norway Conference, Hungarian Union, Baltic Union (Lithuania and Estonia) & TED and Newbold staff. It was also provided to Communication leaders at the joint advisory in 2016 and at GAiN 2019. We have also advised on a number of cases and received positive feedback from those who have done the training and implemented it.</p> <p>As part of this role the department has assisted the administration with documentation, research and advice related to cases where the TED has been asked to assist.</p>	<p>All unions have been sent a manual and encouraged to provide training dates. This is an ongoing process and we plan to cover more before GC2020.</p> <p>The biggest challenge (and this was equally the case in my previous employment), is that administrators are very busy people and often do not recognise the importance of this type of preparation until an event happens. We need to help them understand the value of being prepared.</p>
Provide annual Spirit of Prophecy (SoP) translation subsidy.	Receive, evaluate and recommend to Treasury applications for subsidy from the unions.	Completed annually. Between 2016 and 2019 we have provided US\$142,401.76 in subsidies to eight unions for 28 projects.	This is getting harder as the GC have tightened criteria to twelve books and 52 languages, which excludes a number of our TED languages.

<p>Provide annual Bible Correspondence School new lessons subsidy.</p>	<p>Receive, evaluate and recommend to Treasury submissions for subsidy from the unions.</p>	<p>Completed for 2016 with a total subsidy of £15,000. For subsequent years this was not included in the overall TED budget.</p>	<p>This was achieved for two years. Since then it has not been in the TED budget. Requests can be dealt with individually on an ad hoc basis through the Mission Board.</p>
<p>Conclude development of Creation resources.</p>	<p>Evaluate and, if practical, complete development of the Creation Bible Course and website.</p>	<p>This was inherited from the previous quinquennium and, while far from completion, had involved considerable resources. Through delegation to the BUC, it is anticipated that the project will be complete before July 2020.</p>	<p>After consultation, this project was handed over to the BUC Adventist Discovery Centre (ADC). When completed it will be available for all unions to translate and use as appropriate. The ADC is currently upgrading their website and the Creation Course is part of the upgrade.</p>
<p>Develop common media resources with unions that will assist in Mission.</p>	<p>Look for major common projects that can be easily adapted for use in various languages and cultures. (e.g. Reformation 500)</p>	<p>The Media department has completed several projects that are of benefit to our unions and are also being used elsewhere in the world. The main project was 'Reformation 500' (9 episodes), but we also produced substantial material for Desmond Doss and the Hacksaw Ridge film, a series on 'Israel Reflections', and have partnered with Hope Channel Norway for an upcoming series from Jordan and Egypt. We additionally provided financial support, in coordination with several of our unions for 'Animal Encounters II', providing them with a beautiful resource that they could not have made on their own.</p>	<p>In addition to what we have done directly at TED, we have also worked with our unions through GAIiN Europe to produce a series of video clips, 'This is my Mission', the documentary film and book 'Fathers', and the current GAIiN Europe project 'Uncertainty'. At GAIiN Europe 2020 we intend to evaluate and see how best to use joint initiatives like this to best benefit our unions.</p>

<p>Support all departments with their Media needs.</p>	<p>Coordinate with department directors for plans where they need support.</p>	<p>Continuing annually according to the needs of departments. This involves web updates, social media promotion, assistance and/or advice on video/graphic production, and promotion of events.</p>	<p>We support all departments with web-resources and professional advice as appropriate to their needs. For instance, we produced a 'live:kind' video in January to support the 150 years of Family Ministries and posted weekly throughout this year their 'live:kind' suggestions to the TED Facebook page.</p>
<p>Provide Communication training and training resources.</p>	<p>Hold regular workshops at union level as requested and one annual GAiN in cooperation with EUD.</p>	<p>Completed. We have run 3 GAiN Europe training/networking events at Newbold, Valencia and Jordon. The 2020 GAiN will be in Romania. We have held workshops in a number of unions at their request.</p>	
<p>Develop utilisation of social media.</p>	<p>Develop a regular programme to update TED social media pages and to encourage sharing of the TED vision and values. Set a standard that we can encourage the unions to follow.</p>	<p>Continuing. The TED Facebook page is regularly updated, generally daily at 7 am and 7 pm, with more frequent updates during events. This also feeds the TED twitter account. Page traffic has grown substantially since 2016 and has become a trusted source. YouTube is also updated as appropriate with 319 videos currently listed on the TED channel (as of 23 September '19).</p>	<p>Time is a major factor in updating social media, both with pages we currently run, and with other pages such as Instagram and LinkedIn that those in the business tell us that we should be running. This is not just the time to make the posting, but also to respond to comments appropriately and to moderate our social media.</p>

<p>Support all departments in major events with reporting/web facilities.</p>	<p>To help develop a wider base for TED activities, to coordinate with departments and, where appropriate, attend major events assisting with all aspects of reporting and, where needed, web access.</p>	<p>Completed. We provided full and extensive support for the Youth Congress in Valencia, European Pastors' Council (EPC) in Belgrade, and Camporee in Ardingly. We also provided the GC World Youth Leaders Congress in Kessel, Germany, with substantive coverage, at their request.</p>	<p>While these were major events, we have also provided more limited coverage to some of the smaller, yet significant events across the TED.</p>
<p>Enhance evangelistic potential of Hope Channel.</p>	<p>Help advise those unions utilising Hope Channel, or those who wish to use it, in order to develop positive contextualised material that can assist their outreach programmes.</p>	<p>Continuing. A number of new Hope Channels are under development and we have also provided advice to existing channels as they develop their mission potential.</p>	<p>Hope Channel Iceland is under development with training provided by the TED in partnership with Hope Channel Norway (and with a special GC Annual Council offering). The following TED channels are currently available on the Hope Channel App: Denmark, Norway, Poland and UK. Hope Channel or its equivalent is also available in Croatia, Finland, Hungary, Serbia and Sweden. In Scandinavia it also works and has links with the supporting ministry, Lifestyle TV.</p>

PERSONAL EVALUATION



Communication and Media is an exciting department to work for, partly because it supports the work of all departments, but also because it allows us to tell the story of mission and to provide appropriate resources that aid mission across the TED and beyond.

Europe is often described as post-Christian and that mission is virtually impossible. In some areas that may be true. Europe is a difficult and varied working environment, yet the 500+ news articles that we have shared are a reflection of the very many and varied mission activities that are taking place and making a difference. My personal aim in sharing many of these stories is to encourage people in mission – those we are reporting on – and then those who are reading the report and thinking, “I could do that in my area.” We seek ways to improve this service,

including more input from a local level, enhancing reporting skills of travelling staff and union communicators, and perhaps contracting some reports of significant mission projects to committed Adventist producers.

It has been encouraging to see communications develop in a number of our unions. Communication is often seen as one of those ‘Cinderella’ departments, tagged on as an extra for someone who has a much larger portfolio. Yet we need to recognise that without appropriate and effective communication our Church will fail to get its message across to the larger community – whether via their websites, social media, print, TV, radio or podcasts. I am, therefore, especially excited when I see mission funding going to innovative projects that help break down barriers and reach out across people groups. I am delighted when our media centres and publishing houses are intentional in programme making that reaches external audiences, and I am also grateful when unions share across borders as with the Scandinavian Media academy, the sharing of Bible Correspondence Courses, or the dubbing/sub-titling of video resources in a variety of languages. Even with limited resources, a lot is happening.

There are several initiatives that have brought me a great sense of achievement and fulfilment.

Desmond Doss/Hacksaw Ridge

The release of the Desmond Doss film, Hacksaw Ridge, was a massive opportunity for Seventh-day Adventists to tell their story. It is perhaps one of the biggest publicity boosts that the Church has had. As a Communication department, we worked very closely with our partners in other unions to prepare materials that could be shared. Firstly, in the print media, we worked with the Stanborough Press in producing a special edition of FOCUS magazine. Other unions then adapted the magazine or took articles from it that could be used in their own publications. This was true in the TED, but it also spread to a number of EUD countries, South America and even Australia. The stimulus from the TED also sowed the seed for other World Divisions to be more active in using this as a witnessing opportunity.

Social Media worked best in Poland as they developed resources that their youth and others could share. The TED worked with the Polish Youth department to make those resources available to other fields.

At least two of our unions – Hungary and Poland – engaged with the official film distributor, assisting with translation to make sure that it reflected Adventist theology, ethos and values, and thereby gained valuable media opportunities on radio, TV and in print. This was especially significant in cultures that are reticent to highlight the Adventist Church positively in their media.

Australia provided 'Faith of Doss' Bible study guides and we were able to share these with our unions.

Mixing social media, print media, and then with actual people on the street – outside cinemas and in town centres, the Church was able to make an impact.

Could it have been better? Certainly, if more people had caught the vision and if the tension between 'theatre going' to watch a very violent movie, and the great demonstration of faithfulness in the life of Doss could have been resolved better in church circles. Nevertheless, good work was done, and I am grateful to the many unions that took this opportunity seriously.



Reformation 500

The 500th anniversary of the Protestant Reformation of big news across Europe. The media was awash with TV documentary films, books, websites and news articles on the subject – yet within that context, Adventists have a story to tell – and told it well. Many unions held special ‘Reformation events’, evangelistic meetings, special magazines, TV series and, for some, witnessing on the streets.

The North England Conference produced the very popular and now long-running ‘Lineage’ series. Denmark produced two special magazines. Norway created both a book and a TV documentary series. Polish Youth placed Luther’s door in the middle of the town square with an actor nailing his 95 theses to the door, providing an interactive witness.

The TED, in partnership with colleagues from the British Union and Serbia, produced a series of nine ‘Reformation Journey’ videos, explaining some of the themes of the Reformation in language that the younger generation could understand. Those videos hit their target with positive responses from those far outside the Christian faith as well as from various segments of the Christian and Adventist community. While produced as a service for the unions in the TED, they have been translated and used in many parts of the world and were favourably aired on Hope Channel in New Zealand, and on ARTv across the world. There have been many requests for this style of programming to be expanded, subject to time limitation and budgets.



This Is My Mission

GAiN Europe, a two-Division cooperation of the Global Adventist internet Network, reinvented itself at Newbold College in 2017. With the Inter-European and Trans-European Divisions working in close cooperation, and sharing a similar ethos and values, we were able to provide not just training and networking opportunities, but to start working on joint projects together. The first of these was very simple, a series of short social media clips, 'This is my mission', sharing in real life, different ways that people demonstrate their Christian faith. Most of them were without need for language so were easily used across the various European unions. A moving compilation video containing parts of all the clips, was made with hosting by Audrey Andersson, along with a transcript that could be dubbed in other languages. 'This is my mission' was a grass-roots initiative from GAiN participants with contributions from 12 unions across 4 divisions (ESD and NAD both contributed). It was released at GAiN Europe 2018 in Valencia, Spain.

Fathers

The success of 'This is my mission' led to a more ambitious project in 2018-19. Again, a grass-roots project from those attending GAiN 2018, the concept added a book as well as a full-length documentary. It also grew internationally with contributions from Inter-America, Africa and Australia to make a fully international and fascinating project. The value of this kind of working together was recognised at GAiN 2019 in Jordan when the GC Communication department presented an award to the two Divisions and the German media centre that coordinated the project. In October 'Fathers' received a high commendation at the 22nd Religion Today Film Festival. GAiN 2019 participants chose to continue working on a further media-network project under the working title, 'Uncertainty'.



Israel Reflections

One of the aims of the Communication department has been to authentically, and with sensitivity, share our faith. In training programmes around the unions, we demonstrated how this can be done with short, simply made video reflections. Having led in this training it seemed only natural that, given the opportunity to be in Israel, these could expand to a series of 'Israel Reflections' that take a personal look at the Bible stories and what they mean for life today. Filmed during the GC Bible Correspondence School advisory, participants were inspired to see how you can take an informal approach to social media

film making and make a difference. The 17 reflections have been well received and have led to the development of a more professional series on site in Jordan and Egypt, made in partnership with Hope Channel Norway.



Looking Forward

As the Communication department plans for the period 2020 – 2025, we need to recognise the continued importance of good news reporting, the growing following and coverage found in social media, the need to focus on a few special events that we can work on together across departments and the Division (or two Divisions), and the ability to replicate that which is good in a simple manner at local level. Within the context of positive Adventist journalism, crisis management, and keeping our eyes focused on mission, we will continue to publish appropriate resources and articles, work carefully to correct 'fake news' as needed, and support our unions with training and resources.

Sparkling Moments

As Communication director there are very many sparkling moments! Mission reports, moving testimonies, seeing lives changed at major events, watching the 12 baptisms at the TED Pathfinder Camporee – all touch my heart in one way or another. But here are three moments that are special.

1. When a theology professor seeks me out to share how impressed he is with the well-thought out conclusions in each episode of 'Reformation Journey'.
2. When I attend a union training event and find they have based their communication media strategy on what they learnt at GAiN Europe 2018 and the hall is packed with enthusiastic young volunteers.
3. To get an email following the experimental Photography training workshop in Iceland stating, "For the first time I had the opportunity to watch professionals in action for several days. See how they work, how they choose the equipment for each subsequent frame and later also how they edit photos and give them the final shape... The meeting attended by communication specialists from three world divisions of the Church once again confirmed my belief that the Seventh-day Adventist Church is a global church. A community that, despite its diversity in various parts of the world, still remains one. I will never cease to be surprised that in so many parts of the world I have many members of my spiritual family. I am glad that I could be a witness and part of this unique event like photographic workshops in Iceland. I come back to my country with a head full of ideas and with strong belief that the image can also be used to share the gospel and testify about Christ."



PATRICK JOHNSON

Strategic Plan Ministerial Association 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
<p>To make TED pastors good examples of holistic lifelong learners.</p>	<p>Training of trainers in the development of personal development portfolios (PDP).</p>	<p>A '7 competencies' job description has been developed.</p> <p>The TED Ministerial webpage with resources for developing each competency is constantly being updated.</p> <p>24 '60 seconds inspiration' vlogs have been posted.</p>	<p>The action plan should be changed to focus on professional development particularly, particularly with the recording of completed Continuing Educational Units (CEUs).</p>
	<p>Develop and promote the idea of at least a yearly MOT/ Service/Tune Up that helps to boost a pastor's longevity.</p>	<p>An evaluation framework connected to the '7 competencies' has been developed which partly completes this.</p>	<p>An initiative was started with Health Ministries and Family Ministries directors to develop an online personal health evaluation website.</p>

<p>To help pastors connect and be inspired.</p>	<p>European Pastors Council (EPC).</p>	<p>1,192 participants from all our unions and attached fields, including the Israel Field.</p> <p>95 seminar presentations are now available on the TED Ministerial webpage.</p>	
<p>To equip pastors with tools for developing churches into Centres of Influence in their local community.</p>	<p>Sabbath morning/Short-term evangelism training.</p>	<p>No training in this has been done to date. Pastors have been made aware of the resources on the website.</p>	<p>Evangelism training is an ongoing concern but has not been a prominent feature of the pastoral trainings that have been conducted in the various unions.</p>
	<p>Training in Mission-to-the-Cities thinking, and planning to use Christ's method (mingle, show sympathy, meet needs, win confidence, follow) (SSL 3Q 2016).</p>	<p>This has not been done.</p>	<p>This is more of an emphasis for the Personal Ministries department. None of the pastors training events that I have been invited to have had or wanted this as an emphasis.</p>
	<p>Training for pastors in Comprehensive Health Ministry.</p>	<p>Too ambitious, belongs with the Health department.</p>	

PERSONAL EVALUATION

I believe the Ministerial Association secretary has a very significant role to play in the future of our Church. We can be real catalysts for change by being able to support and empower our pastors to be the best they can be. Coming straight to this position from being a local church pastor provided me with a first-hand understanding of the current challenges of pastoral ministry. Consequently, it was very significant that this period started by highlighting that burnout was (and still is) a very current challenge for the majority (circa. 66%) of our pastors. The response to our findings has shaped the work of the department.

From a practical point of view, it has been very useful to be able to have regular online meetings with Union Ministerial secretaries. Even though we have had two face-to-face gatherings, the quarterly online meetings have been invaluable and should be continued. One of the most significant projects we were able to complete together was the development of the competency-based job description for pastors. Since inefficiency was one of the symptoms of burnout that featured in our findings, the Ministerial secretaries came up with '7 competencies' that we believe will give a comprehensive yet manageable way of viewing Pastoral ministry that can help our pastors measure their growth and effectiveness in more ways than simply counting baptisms and tithes. The '7 competencies' now give a structure to our webpage with materials for developing each one clearly and simply organised. The challenge now is implementation. Moving forward, work should be done with each union Ministerial secretary to develop an implementation plan for their field that the TED Ministerial secretary can help to keep them accountable to.

The European Pastors Council in 2018 was a successful event in many different ways. Using a team approach in the organisation worked very well. Having a variety of devotional speakers from our own Division as well as other parts of the world was appreciated. The venue worked out well, especially having good hotels to stay in. The music was a unifying factor that contributed to a spiritual tone for the meetings that was valued by all participants. Using an app instead of doing lots of printing worked well,



however, the digitalisation would have been much more effective if we could have had Wi-Fi in the meeting hall. Even though it takes more organisation, having one big gathering like this each quinquennium is preferable to having smaller and more frequent regional gatherings.

Making 2019 the Year of the Elder has been a much-needed focus. With dwindling numbers of students enrolling for pastoral education in some of our unions, this initiative to provide training for our local leaders will prove to be vitally important for the future of our churches. The development of the website and materials is a valuable resource that offers a systematic and easily usable training curriculum for growing the leadership skills of our elders. The next step is for our pastors to start making use of it.

Perhaps the greatest challenge moving forward is to prevent TED initiatives from being perceived as an external imposition. Our pastors need to experience the Ministerial Association as being on their side, working to help them become the most proficient professionals that they can be. One area where this will be clearly evident will be in the area of continued professional development. Completing two Continuous Educational Units per year needs to become the culturally accepted minimum standard across the TED for ensuring the ongoing professional growth of our pastors.





Sparkling Moments

Being greeted by someone from another division, who said they really enjoyed the book recommendations through the '60 seconds inspirations', encouraged me to keep them coming. This helped me realise that what I do here has an impact beyond TED.

Hearing an elder say that they'd been an elder for over 40 years and had never had any systematic training as outlined in the Elders Training Curriculum, and that this could revolutionise the work of the elder moving forward.

Many emails from pastors saying how much they enjoyed EPC, but particularly this one:

I know there is a feedback form on the app, but I wanted to personally say to you and the whole team involved, how inspired I was over the past week. I came to the EPC feeling very disillusioned about the state of the SDA church (in light of the recent

events at the GC i.e. Unity document, etc). I honestly didn't feel proud of our church and questioned my place in it. However, EPC literally had me do a 180. I felt that it was a truly Holy-Spirit inspired week. The diversity of worship, the Christ-centred speakers, the innovative workshops and the use of female pastors, all made my heart glad. I have come away feeling proud to be a part of TED and the Adventist Church. I know things are not perfect, but I no longer feel like God is done with us as a church. In fact, I believe He is still working through us and it is possible for me to see myself as a valuable part of the Church. I thank God for the leadership and I'm excited to see what the future holds.

In addition to the comment above, the variety of 153 seminars and workshops offered during the European Pastors Council, by pastors from all unions and fields, provided not only a significant in-service training, but also a much-needed cross-fertilisation of ideas between different regions and areas of the Trans-European Division.



PATRICK JOHNSON

Strategic Plan Personal Ministries, Sabbath School, and Special Needs Ministries 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
<p>To promote Revival and Reformation as key elements in discipleship.</p>	<p>Personal spirituality training.</p>	<p>Training has been done in Adriatic Union (AUC), Danish Union (DUChC), South-East European Union (SEEUC), Swedish Union (SUChC) and in some parts of the British Union (BUC) territory.</p>	<p>We have not had a comprehensive model for discipleship for this to fall into.</p>
<p>To inspire Total Member Involvement.</p>	<p>Spiritual gifts training.</p>	<p>This has not been done.</p>	<p>No unions have asked for spiritual gifts training. However, it has been included in the elders' training curriculum so this provides another avenue through which this can be addressed.</p>
<p>To promote the Sabbath School class as the foundational unit for evangelism.</p>	<p>Sabbath School Pillars Training seminar, Sabbath School Maximiser seminar.</p>	<p>Training sessions have been conducted in AUC, Greek Mission (GM) and Hungarian Union (HUC).</p>	<p>Most unions seem to be making their own attempts at reviving Sabbath School. The new GC emphasis called 'Sabbath School Alive' can be a way of promoting this.</p>

	Training in use of New Members Bible Study curriculum.	Training has not been conducted in this but £5,000 of funding was given for the materials to be translated into Estonian.	This was started during the previous period and despite attempts to draw attention to this, there has been very little interest.
	Personal witnessing training based on Christ's method (mingle, show sympathy, meet needs, win confidence, follow) (Sabbath School Lesson 3Q 2016).	This has not been done.	This can now be done under the GC GROW model of evangelism.
To raise the standard of Sabbath School teaching.	To raise the standard of Sabbath School teaching.	This has not been done.	
To have Special Needs provision at all major church-run events.	Special needs awareness and training events.	So far, we have Special Needs Ministries (SNM) coordinators in AUC, Baltic Union (BAUC), BUC, Finnish Union (FINUChC), HUC, Norwegian Union (NORUC). We are working to increase awareness of SNM and to at least have each union add the Special Needs emphasis day to their yearly calendar.	

PERSONAL EVALUATION

Personal Ministries work has been very quiet. This is reflected in the difficulty we encounter when trying to get reports from our unions. We started out trying to create a newsletter with personal ministries stories, but this never got off the ground due to lack of response. Moving forward, the idea of Total Member Involvement (TMI) can be given more focused effort by emphasizing gift-based ministry and for new members to be taught that their baptism is their commission to service. The BUC National Lay Bible Workers' Convention has been a positive example of what is possible when consistent personal ministries training is part of the yearly training calendar.

Sabbath School needs to have more targeted attention, especially if we are to curb the downward spiral of dwindling attendance. It was particularly encouraging to take part in a youth-led initiative for reviving Sabbath School in HUC. It proved that if



they are given the freedom, our youth can come up with many creative ways to attract more of their friends to become regular Sabbath School attendees.

Special Needs Ministries is growing slowly. We have coordinators in half of our territories but for this to grow, it needs support at the union and conference level. Funding has been given to a few projects across the TED, which shows growing interest for this ministry. HUC were given £5,224 of funding for the provision of sign language for their weekly televised Bible study. Polish Union Conference (PUC) had a Deaf Ministries Retreat with 25 attendees from Poland and Germany. They were also given £9,600 of Creative Evangelism funds for the development of a multimedia portal to service the needs of the deaf. In NORUC funds were given to help support the development a deaf choir at our school in Trondheim. It was encouraging to work with Newbold College of Higher Education (NCHE) to run its first Symposium on Special Needs with approximately 40 participants at the end of 2018. I was also privileged to be asked to write the sermon for the World Disability Awareness Day on 22 April 2017.

Sparkling Moments

It was very gratifying to hear my son, Espen's, conclusion at the end of the Special Needs Congress in Loma Linda this summer. He had needed quite a bit of encouragement to attend, because he is admittedly very sceptical of people's general attitudes, which often come across as quite patronising. However, he said he really felt that the Congress attendees were genuinely trying to understand people with disabilities and to create a church environment that is more supportive and empowering for all.



HELGI JÓNSSON

Strategic Plan Health Ministries 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
<p>Encourage and recruit churches to offer Comprehensive Health Ministries programmes becoming Community Health Centres that serve members of the church and the local communities.</p>	<p>Select, adapt or develop appropriate Health Expo Concepts and Lifestyle, Mental Health, Addiction, Relationship and Spiritual Health programmes, then promote them, train trainers and continue to support the programmes.</p>	<p>Selected so far: CHIP (lifestyle), Journey to Wholeness (addiction). Mental Health needs to be developed.</p>	<p>Since I took over the office in January implementing CHIP has not been my priority, but I see it as an important part of future developments. Journey to wholeness has been implemented successfully in the Netherlands. Recent training in the South-East European Union (SEEUC) including representatives from Albania.</p>
<p>Mobilise, equip and support Adventist health professionals for work according to Adventist health philosophy in Health Ministries.</p>	<p>Organise regional Health Ministries think tanks. Organise Health Ministries conferences.</p>	<p>Regional Health Ministries conferences have been organised, but no think tanks.</p>	<p>Action Plan in progress.</p>

Contribute professionalism to Health Ministries.	Establish regional Health Ministries Councils that act as an advisory board for the Health Ministries director, pastors, churches and groups.		Action Plan in progress.
Be a resource for pastors, leaders and church members in personal health and Health Ministries.	Enlist individuals or teams that pastors and leaders may consult with.		Action Plan in progress.
Be a resource to Health Ministries with professionals, materials, equipment and mission concepts.	Enlist individuals or teams that are willing to offer services to churches.	In some unions, there are willing individuals that help but this is not organised generally.	Action Plan in progress.
Cooperate with, guide and train churches, institutions and groups from the Adventist Church and other religious groups.	On-demand support the TED and union Health Ministries directors in guidance and training events and programmes.	Mostly when needed on certain matters. In the development of new projects and events, and when problems may arise.	This is an on-demand service.
Increase contact and fellowship among Adventist health workers and students.	Create directories of Adventist health workers and students.		Action Plan in progress.
Organise training, seminars and conferences.		Ongoing. Completed in Scandinavia, Finland, Norway, Baltics, Poland, Hungary, the Netherlands and Bosnia.	
Be a resource for Health departments of the Church.	On-demand support to the TED and union Health Ministries directors.	Ongoing.	

Research the prevalence and causes of physical, mental, relational and spiritual health issues among pastors.	Yearly online assessment of all pastors in the TED on relevant health dimensions. Enlist Adventist colleges, universities and other relevant institutions in research on collected data.	One survey has been done to determine the prevalence of burnout amongst pastors within the TED.	
Improve the work conditions and support systems for pastors and pastor families.	Determine and implement appropriate measures to counter physical, mental, relational and spiritual health challenges.	Education on the matter in a few fields: Baltic Union (BAUC), Danish Union (DUChC) and Greek Mission (GM).	
Educate and motivate pastors and pastor families on living healthy physically, mentally, relationally and spiritually.	Seminars at pastor conventions. Consider organising regional and/or central retreats for pastors faced with specific health issues (e.g. burnout, depression, marital issues).	Partially completed Norwegian Union (NORUC), DUChC, Polish Union (PUC), Hungarian Union (HUC) and GM.	
Educate pastors in the TED on relevant mental health issues among members and in the community and how to appropriately deal with them.	Offer unions seminars on mental health issues at pastor conventions. Consider establishing a continuing education course at Newbold College of Higher Education (NCHE) on mental health. Consider establishing a continuing education course at NCHE on the psychology of religion.	Partially completed (NORUC, DUChC, PUC, HUC).	
Educate teachers in TED/union educational institutions on relevant mental health issues among students and how to appropriately deal with them.	Offer unions seminars on mental health issues at teacher conventions.		Action Plan in progress.

<p>Educate members of the Church and community on relevant mental health issues increasing understanding and ability to deal with them.</p>	<p>Select, adapt or develop a programme or resource on mental health issues for use by churches, then promote it, train trainers and continue to support the programme or resource. Provide church periodicals with articles on relevant mental health issues.</p>	<p>Ongoing. An appropriate mental health programme is being developed at the GC by the Division's former Health Ministries Director. Articles have been shared on depression, infatuation and early attachment.</p>	
<p>Educate pastors in the TED on relevant addiction issues among members and in the community and how to appropriately deal with them.</p>	<p>Offer unions seminars on addiction issues at pastor conventions. Consider establishing a continuing education course at NCHE on addictions.</p>		<p>Action Plan in progress.</p>
<p>Educate teachers in TED/ union educational institutions on relevant addiction issues among students and how to appropriately deal with them.</p>	<p>Offer unions seminars on addiction issues at teacher conventions.</p>		<p>Action Plan in progress.</p>
<p>Educate members of the Church and community on relevant addiction issues increasing understanding and ability to deal with them.</p>	<p>Select, adapt or develop a programme or resource on addiction issues for use by churches, then promote it, train trainers and continue to support the programme or resource. Provide church periodicals with articles on addiction issues.</p>	<p>Journey to Wholeness has been selected. Training at NCHE in 2015, the Netherlands in 2017 and Bosnia in 2019. Already translated in the respective languages.</p>	

PERSONAL EVALUATION

In the period of 2015-2020, the TED Health Ministries department has been emphasising mental health and workers' health. During that 5-year period, there have been two directors, with the position only filled for just over half of the time, which has impacted the work and its development.

Being called a year ago to be the next Health Ministries director for the Trans-European Division was a challenge for me and my family. A challenge I found difficult to say no to, especially since the TED's focus for this five-year period was within my speciality. Since I still live in Iceland where I run my psychiatric clinic, I only work for the TED for 50% at the moment, which limits my ability to do everything I want to or need to do.

My main focus, from my start in January, has been to get to know the health evangelistic work that is already being done around the Division and build relationships with the Health Ministries directors. I've been fortunate to meet with some of them online on a regular basis, and others I'm getting to know as the year unfolds. With some of the directors, I've met every other month or so, or according to their needs. I hope to be able to establish similar contact with all the unions' Health Ministries directors in the coming months.

Much of my time at the beginning of the year went into studying and preparing for presentations. The first one being for the staff at the TED offices on the importance of a healthy environment for the future of our children. If we want to prevent future ailments, be it mental or physical, we need to focus on a good environment for our children from gestation and onwards. For years that has been my message to the people around me, and that will also be a part of my focus in my future work.

Health conference in Riga, Latvia

In March, I was invited to the Latvian Health Conference, where I preached in church on Sabbath, and had two presentations on 'Burnout and how to deal with it' on Sunday. Attendees came from all the Baltic countries and we got to hear about many promising health-related projects around the country. Afterwards, I was able to meet with the Health Ministries directors from the respective conferences and got a good overview of the work that is being done. Although the countries are closely related historically and geographically, cultural differences make for different approaches.

Health awareness day at the TED office

In May we prepared a Health awareness day for the staff at the TED office as well as General Conference Auditing Service (GCAS) and Adventist Risk Management (ARM). We had four presentations from 4 presenters. I had a presentation on 'Stress and how to deal with it'. Then we invited Sharon Platt-McDonald Health Ministries director (HMD) from the British Union Conference, who presented on 'Chronobiology and Nutrition', Grace Walsh from the North England Conference on 'Mental Health First Aid' and Chidi Ngwaba, HMD from the South England Conference, who presented on 'Exercise is Medicine'. Days like this are important to discuss the topics of health that are relevant for the workers of the Church and make us all aware of the importance of taking care of it before it's too late, as well as making us as employers (i.e. the Church) aware of our responsibility for our employee's welfare.

Pastors' Retreat in Greece

For four days in June, I met with the pastors of the Greek Mission, and their families, at the camp of Kálamos. The twice-daily presentations had an emphasis on stress, burnout, development of personality and influence of early adverse childhood experiences, and the uniqueness of pastors' families and their specific stressors. The presentations laid the foundation for further discussions on how to deal with many of the challenges that pastors and their families meet in their daily life. Building a team spirit is important amongst our workers because sharing the burden is one of the imperatives in preventing burnout in the workforce.

3rd Global Conference on Health and Lifestyle

From 9-13 July 2019, I attended the 3rd Global Conference on Health and Lifestyle, where I was one of the moderators on the Mental Health track. I also got an opportunity to take part in a panel discussion on Women's Mental Health, which is an important topic and closely related to violence and injustice. The Conference gave me an important opportunity to meet with Health directors from other divisions and build relationships with the people at the General Conference. I also got to meet representatives from unions within the TED, (BUC, SUCHC, NUChC, PUC, and HUC). Seeing some of them presenting and sharing their projects was a privilege.

Meeting with Adriatic Union Conference (AUC) officers and Health Ministries director in Zagreb, Croatia

In September 2019, I had an opportunity to meet with the leaders of the AUC and the Health director, Marija Hari Novinšek. I got a chance to hear about their ongoing projects, and to make plans for further cooperation, in order to strengthen the Health Ministries in the Union.

Breaking Every Chain – Journey to Wholeness in Bosnia

At the beginning of the year, I started working with Božidar Mihajlović, who since has become the president of the Bosnian Conference, and who has a dream of helping people with addiction. He had a vision of starting a website based on the 12-step principle, where addicts could get in touch with an actual mentor online. We established contact with the GC's Adventist Recovery Ministries department who have developed a programme called Journey to Wholeness, which is based on the 12-step model. They were open to the idea of using the programme in this way, and in September Katia Reinert, GC's Health Ministries associate director, and I held a training session in Bosnia with a group of dedicated people who will be working on the project. The materials have already been translated and the development of the website is almost finished.



Pastors' Meeting in Denmark

At the beginning of October, I was invited to Denmark where I met with church leaders to discuss plans to progress Health Ministries within the Union. I also had an opportunity to preach on Sabbath and had a presentation in the afternoon for church members and their guests. I met with pastors from the Union where I had presentations on stress and burnout, and we discussed where we could openly discuss these matters as a group.

European Network of Adventist Doctors (ENAD) Conference in Germany

In November 2019 I plan to give a presentation at the 'European Network of Adventist Doctors' Conference in Germany. The Conference is an important forum for network building amongst Adventist doctors. My hope is to have as many healthcare professionals active in Health ministry as possible, and therefore the meeting is important for getting acquainted with other medical doctors in Europe.

Health Ministries Consultation in St Albans, UK

On the 4th of November, Health Ministries directors from the unions and fields have been invited to a Health Ministries Consultation at the Division office. The timing was chosen because I wanted as many unions to be able to send a representative if possible. Many Union Sessions have taken place this year, the last one being in August, so changes were expected amongst the Health Directors. Not all were able to attend, and some of the unions were represented by their conferences. The main purpose of the meeting was for me to be able to get to know the group and for them to get to know me, as well as to strengthen ties between the health directors themselves and share ideas for future work and challenges that may arise.

Looking Forward

Over the past few months, I have become aware of the great need for more training and information on mental health matters. Our churches need to know what mental illness is in order to meet the needs of people with mental health challenges. And also, for us to be able to open up on the challenges that are in our own churches when it comes to depression, addictions, suicide, etc. Is it possible that our Health message, with its emphasis on temperance, nutrition, nature and relationships (vertical and horizontal) could be relevant in today's mental health epidemic? Yes! Absolutely! But we also need to understand how we address the issue. Our churches need to be a welcoming place for everyone and a safe haven for people who want to grow in the

love of our Creator, without prejudice. There are no simple solutions when it comes to mental health, but when we meet more understanding from one another, our church will become a better place for all.

Another matter is the workers' health. In order to promote good health amongst our workers and their families, we need to join hands together in creating a supportive and caring workplace as well as helping the workers take care of their own health in the best possible way that fits them. This will only happen as a joint effort, and we need to learn from each other, and from our mistakes and successes. This takes time, and time is of the essence when we witness young pastors leave the ministry. We need to continue the work started already to get a better picture of the situation and possible reasons for dropout.

Looking forward, we still need to continue the good health evangelism that has been growing in many places, as well as rejuvenating it in places where it has been declining over the past years.

In today's secular Europe, I believe well-established, Biblical-based, Ellen G. White-based and evidence-based Health Ministries have never been as important. Honesty, justice and compassion need to be an integral part of all our Health evangelistic work.

Sparkling Moments

I believe I am a fortunate man, having been called to this work. Getting to meet many fellow believers around Europe has shown me how kind and generous they are. And wherever you go, you have a family and a home away from home. Experiencing the enthusiasm of people who have worked in health ministries for decades and still going strong. Their dedication, their love of God and the health message. Being with pastors in a small mission, and experiencing their genuine care for one another, despite their differences. Witnessing pastors and their families sharing their challenges and difficulties in an open and honest way in a group of understanding and non-judgemental fellow believers made me humble and at the same time optimistic of our future.



TIHOMIR LAZIĆ

Strategic Plan Public Campus Ministries 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
<p>To deepen students' experience and knowledge of God and strengthen their <u>commitment</u> to Christian beliefs and values.</p>	<p>Producing Student Videos: Short videos that feature experts across various academic disciplines who address various intellectual, spiritual, societal and ethical challenges that students encounter when trying to understand and share their faith in the secular context.</p>	<p>Recorded 19 episodes of THE QUEST video series. These weekly apologetic video resources seek to present Christian worldview and spirituality as meaningful, plausible, and desirable. By exploring the significance of the key Christian beliefs and values, this series addresses the questions of:</p> <p>(1) those Adventist students that are questioning and doubting their Christian worldview, as well the questions of</p> <p>(2) those irreligious (secular) students who seek to understand better the foundations of Christian worldview and life.</p> <p>Episodes and relevant articles shared on a newly-launched Quest website, Instagram, YouTube channel, Twitter:</p> <p>Website: https://thequest.world</p> <p>YouTube: thequest.world/yt</p> <p>FaceBook: fb.me/thequest.world</p> <p>Instagram: thequest.world</p> <p>Produced 18 Study Skills episodes that equip students with various academic skills — skills necessary for survival and growth in the context of Higher Education.</p> <p>Produced and published the artistic-educational video in the field of hermeneutics (<i>How to Play the Bible?</i>) with Jean-Claude Verrecchia.</p>	<p>The pool of expert presenters from different academic fields needs to be widened in 2020.</p> <p>A more efficient promotion of this material is required to raise the awareness of our students about the existence of these resources.</p>

		<p>Produced and published 13 lectures on Christian Spirituality for students with Dream Media (in Serbian language).</p>	
		<p>Produced and published 25 hours of lectures dealing with the issue of Adventist identity and ecclesiology (currently on YouTube and Teachable). Pitched at the advanced Level-7 on the Higher Educational scale (MA course). The series comes with a textbook (the monograph mentioned below), detailed handouts, case studies, implementation exercises, quizzes, and recommended reading lists.</p>	
	<p>Producing and distributing Books, eBooks and booklets addressing specific student questions from an Adventist perspective (e.g. sexuality, purpose, spiritual growth, relationships).</p>	<p>Produced a short eBook (15,000 words long) on <i>Churchless Spirituality: Recovering the Essence of Community</i>. Currently in the final stage of editing. To be published in 2020.</p>	<p>The group of content-creators to be widened. Recommendations to come from the unions and conferences. We need the writers who operate within Christian outlook when dealing with their area of academic and professional speciality.</p>
		<p>My monograph in the field of Adventist Identity and Ecclesiology (<i>Towards an Adventist Version of Communio Ecclesiology: Remnant in Koinonia</i>) was published by Palgrave Macmillan in October 2019. This 350-page long book addresses some of the key questions that students ask about the nature of Adventism and its relationship to other Christians and the world in general.</p>	
		<p>Produced and shared 22 written outlines, notes, and PPTs on various student issues (sexuality, ethics, reasonable faith, living in limbo, community, mission, gift-based ministry, worldview analysis, spiritual growth, etc.). The most popular topics were: <i>Fifty Shades of Grey: How to Deal with Tough Questions?</i> and <i>Apologetics: Facing the Challenges of Churchless Spirituality</i>. The video that accompanies the last topic has 2,150 views on YouTube.</p>	

	<p>Course on Adventist Identity</p>	<p>Partnered with student leaders in organising an Adventist Identity Student Conference at Newbold (Oct 2018; next conference in 2020).</p> <p>Online MA Course: Relevant lectures recorded (see above).</p> <p>Weekend Courses: Delivered 10 weekend seminars (series of lectures) in Bosnia, Scotland, England, Hungary, Croatia, the Netherlands, Estonia, Serbia, Denmark, Poland (Podkowa Leśna). These seminars (delivered in part or in full) have dealt directly with the issues and topics related to Adventist Identity.</p>	<p>Norway, Latvia, Lithuania, Slovenia, Sweden, Finland, Montenegro, Albania, Ireland, Iceland, Macedonia, Cyprus, Sweden, Finland, and Greece have still not benefited from this TED Public Campus Ministries (PCM) Course. Invitations welcome!</p>
<p>To provide the opportunity for Christian fellowship and prepare the students to deal with the intellectual challenges that arise in a secular environment.</p>	<p>Appointing student leaders at each level of church structure.</p>	<ul style="list-style-type: none"> • Serbia: appointed 4 new PCM leaders and 3 student mentors. • Greece: appointed new PCM leader for the country. 	<p>The appointment of student leaders belongs to the local unions and conferences. TED supports by providing training.</p>

	<p>Raise and train student mentors (creating a mentoring culture in the local church).</p>	<p>PowerUp monthly trainings: Identified and begun mentoring around 50 potential student leaders in various unions via ‘PowerUp’ online training programme. This is the online mentoring programme that has, for its main objective, to raise a new generation of student leaders and mentors. It seeks to inspire and equip our student leaders to be the agents of change on their University campuses, churches, and in their local communities.</p> <ul style="list-style-type: none"> • Facebook page: https://www.facebook.com/powerupleaders/ • 223 students subscribed to our ‘PowerUp’ monthly newsletter • 182 students (unique contacts) who attended one or more of our ‘PowerUp’ sessions on Zoom. • The attendance of our monthly group sessions varies between 12-65 participants, depending on the topic that is being discussed. 	<p>There is still a need for promoting this training initiative locally. Many students still do not know about this training opportunity.</p> <p>The past 14 ‘PowerUp’ trainings are to be published via the official ‘PowerUp’ Youtube channel in January 2020. In this way, students that missed our sessions can catch up with the group. In addition to this material, they will be able to see on our new ‘PowerUp’ channel 28 lectures that we recorded in 2018 and 2019 on the issue of Adventist identity.</p>
		<p>Individual monthly mentorship. 12 student leaders have requested to be mentored individually — in person (UK), or via Skype (other countries). One day a month is devoted for these mentorship sessions.</p>	

	<p>Establishing and linking the local student units/chapters.</p>	<ul style="list-style-type: none"> • ‘UnZip’ (Novi Sad, Serbia) and ‘Dialogue’ (Belgrade, Serbia) • North England Conference (NEC) currently has more than 18 PCM chapters, one of which is voted as the best student organisation in the entire United Kingdom. These chapters are entirely student-led and could serve as an example to other countries throughout TED. • Linking the chapters: via ‘PowerUp’ trainings and during the Pan-European Student Summit in 2020. 	<p>In some countries there are no officially established Public Campus Ministries (PCM) branches yet. All the trainings, manuals and the accompanying material for establishing the local PCM chapters are available upon request. Local unions and conferences to contact TED PCM for more details.</p>
<p>To train the students for <u>outreach</u> and witnessing on campus, in the community, and in the world at large.</p>	<p>Global PCM Weekend (every 3rd weekend in October).</p>	<ul style="list-style-type: none"> • First Global PCM Weekend at Newbold College organised and streamed on various GC social media platforms (2016). • 4 Global TED PCM Reports created for Global PCM Weekend (one report each year). 	<p>Some unions and conferences have not provided the report of their students’ initiatives. This limits the degree of representation.</p>
	<p>Organising European Student Summit (‘training the trainers’): training the student mentors and leaders.</p>	<ul style="list-style-type: none"> • Pan-European PCM Congress is being planned for the last weekend of September 2020 in Italy. TED is working in partnership with EUD to create a training event where more than 400 PCM leaders will be trained (200 from TED). 	<p>This Summit needs to be advertised by January 2020 to all student leaders across the TED. Unions and conferences to help in the promotion process.</p>

	<p>Assist with the preparations of Regional Student Symposiums and weekend trainings (by producing resources, courses, seminars and presentations).</p>	<ul style="list-style-type: none"> • Facilitated 22 student-focused and mission-driven weekends, trainings and Symposiums in Hungary, Serbia, the Netherlands, Bosnia, Denmark, Sweden, Finland, England, Scotland, Sweden, Poland, Greece (Newbold Mission trip), Estonia. 	<p>TED PCM outreach trainings have not yet been requested by Norway, Latvia, Lithuania, Albania, Cyprus, Ireland, Iceland. Other countries have prioritised the TED PCM in-reach initiatives (strategic objectives 1 and 2) over the mission-centred trainings.</p>
	<p>Organising mobile training teams (create a team of experts, speakers, trainers, mentors that can facilitate local training initiatives. Unions can request the presence/support of members of the TED Student Ministry Training Team).</p>	<p>After using several presenters for our 'PowerUp' training, and based on student feedback, we identified 7 who can be used as part of our mobile PCM training team in different regional events.</p>	<p>Most of these presenters/trainers have not yet been used in the regional student events. More experts should be added to the list of recognised and trained PCM trainers. Recommendations are welcomed from our union and conference leadership.</p>

PERSONAL EVALUATION

The coordination of the monthly **PowerUp online trainings** (with its in-reach focus) and the production of the weekly **Quest video series** (with its out-reach focus) form the principal resource-production and training initiatives of the TED PCM. Their aim is to provide the support, resources, and tools for enhancing the work of student leaders across Europe. Beside assisting the student leaders in raising their local ministry to a new level, these video resources endeavour to respond to some of the most challenging questions that students face in the period of their higher education. While the students that had a chance to participate in 'PowerUp' or watch some of our Quest episodes generally give us positive feedback, there is still need to improve the reception of these materials by: (1) a more effective promotion strategy, (2) an extension of the pool of our expert presenters, (3) introducing a more easily-accessible and educationally-adequate eLearning platform (by following the *Blackboard Quality Learning Matrix* for building, sustaining and growing quality learning experiences), (4) diversification of the type of the subjects taught, and (5) a more efficient communication with our counterparts on the union, conference and local levels.



The facilitation and the engagement in **the regional student conferences, symposiums and retreat weekends** is another important aspect of TED Public Campus Ministry. Many student leaders have expressed their gratitude for the church's efforts to meet their needs and equip them for a more effective Christian ministry. They feel that student symposiums provide a safe environment where they can voice their concerns and doubts, explore their faith convictions, deepen their knowledge and experience of God, and develop a more refined, informed and nuanced Christian intellectual responses to the questions they are encountering during their undergraduate and postgraduate studies. However, in some unions there is still a need to raise the awareness of the value of having a Public Campus Ministry as a distinct form of ministry that is different to the general Youth Ministry. More intentional and



targeted efforts need to be undertaken for the social, intellectual and spiritual needs of our students are to be met successfully. The first step in this process of the individuation of PCM would be to appoint student representatives and leaders that can be included by the TED PCM in its regular monthly and weekly training sessions. Help from the union and conference leadership is essential in this regard. Various materials, guidelines, student manuals, and PCM trainings for establishing local student chapters are available upon request.

Sparkling Moments

Seeing the look in the eyes of our students who have attended some of our regional student symposiums (or ‘PowerUp’ trainings). They have just dared to voice their questions and doubts publicly — questions that have undermined their faith for a long time and brought a sense of estrangement from their local church—and then realised that they are not alone in their quest for truth and integrated Christian worldview. They feel an overwhelming sense of liberation, acceptance, and even a dose of healthy-pride when they realise that our church is truly interested in and capable of addressing some of their concerns in an intelligent, coherent and constructive way. There is no greater pleasure than seeing their joy while going home with renewed conviction and assurance that, even though not all of their questions have been answered yet, there is this ‘safe place’—a community of fellow students—that they can rely on while attempting to make sense of the world and find their identity in God.

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DAVID NEAL / PAUL LOCKHAM

Strategic Plan Stewardship Ministries 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
<p>Teach that faithful Stewardship is not a merely optional Christian grace.</p>	<p>Develop a digital and personal presence that connects and inspires.</p>	<p>Distributed to key leaders:</p> <ol style="list-style-type: none"> 1. Monthly Stewardship blog during the Q1 2017 when the Sabbath School lesson was on Stewardship. 2. 500 copies of <i>The Practical Christian</i>. 3. 1,000 bookmarks explaining 'Facts about Christian Stewardship' & Ten Tithing Questions Answered. These materials supported sermons, presentations and seminars. 	
<p>Cultivate a culture of Pastoral Ministry excellence in growing faithful members.</p>	<p>Connect with union/conference/mission leadership to develop the pastoral team.</p>	<p>Continuing conversation with pastors about their calling including vision and values for the local church.</p> <p>David Neal met the ministerial teams of:</p> <ul style="list-style-type: none"> Baltic Union East Norway (two visits) Danish Union Finnish Union South-East European Union Adriatic Union Greece Mission & Cyprus Region Irish, Scottish, Welsh Missions Swedish Union departmental directors 	<p>Paul Lockham has not yet been able to secure an invitation to visit fields.</p> <p>Paul Lockham was invited to the South England Conference pastoral Team Meeting in September 2019 and gave an introductory presentation on the Combined Offering Plan (COP) to gauge an indication of interest. The COP would help the smallest congregations most but would reduce Sabbath School offering.</p>

<p>Provide an easy and convenient plan for members to return tithes faithfully and give generously.</p>	<p>Development of e-GIVING plan in partnership with TED Treasury.</p>	<p>Work in Progress. Waiting for South England Conference's App development to see how to adapt and implement.</p>	<p>SEC, September 2019.</p>
<p>Foster the priority and urgency of sharing the Gospel.</p>	<p>Train members to use person, personality, purse (pay-cheque), privilege and position to benefit the message and mission of the Church.</p>	<p>Conversation commenced with union, conference and local church leaders. Engaged with members raising their faith and trust in the Lord.</p> <p>TED Stewardship Summit for union directors in June 2019.</p>	<p>Discussion on how TED director can support unions with training and raising the 'My Promise' agenda with members.</p>

PERSONAL EVALUATION

Stewardship Ministries is ideally an integral part of Personal Ministries/Discipleship Ministries. As a standalone department, it is a 'Cinderella' who does not get invited to the ball. My recommendation is that the Stewardship director in the next term go with the treasurer whenever 'training' events are being held so that the stewardship principles can be presented to treasurers, many of whom carry the stewardship role too.

Resource development is a real need for our unions in order to be able to promote wholistic Stewardship to members. I believe that the most effective way is to identify resources in other divisions that we can use with minimum translation challenges. I am working on some printed 'charts' that can be translated and adapted to show how both tithes and offerings are used both locally and internationally.

I recommend that the new director plan for a Stewardship Summit early in the new Quinquennium and another mid period, possibly on a larger scale, with GC personnel involved as well.

I also recommend that the new Stewardship director be given opportunity to meet with the GC Stewardship team early after appointment.

Sparkling Moments

The sparkling moment was the enthusiasm of the union directors at the Stewardship Summit. The interaction and common challenges discussed was a privilege to facilitate.





SIMON MARTIN

Strategic Plan Scandinavian Discipleship Coach 2017-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
Promote the mission of the Church by training workers and church members.	Participation in Pastoral workers' meetings.	13 Pastoral workers' meetings.	
	Participation in union-organised training events and inspirational weeks/weekends.	Speaking and training appointments carried out in the following territories: 4 in Sweden; 2 in Denmark and 4 in Norway.	
	Regional special days.	Høstmøte /Åsmøte in Hustad, Lillehammer, Mjøndalen, Silkeborg; Week of prayer speaker, Bergen; Mini outreach series, Stavanger.	
	Local church training.	At least 40 training sessions held in local churches.	
	Training workshops at TED events.	European Pastors' Council, The Bible Conference at Newbold College and at Year-End meetings.	

	Other	Speaking, lecturing and workshop appointments carried out in the following territories/institutions: Finland, Hungary, Serbia, UK, the Netherlands and Newbold College of Higher Education (NCHE).	
Identify key people from the 3 unions for coaching, collaboration and expansion of opportunities to achieve mission objectives.	<p>To be directed by the unions to individuals that would benefit from Coaching.</p> <p>To be available for those asking directly for coaching.</p> <p>To coach individuals/teams connected with mission projects that I have direct involvement in.</p> <p>To encourage coaching engagement with individuals encountered with growth potential and a heart for mission.</p>	Coaching sessions with 39 individuals either via Skype, person to person or in connection with mission projects that have my involvement.	Some coaching involves one or two sessions as requested by the individual, while other coaching engagements are ongoing as mission projects begin and develop and as leadership teams form.
Design and model community projects that seek to connect local congregations with the local community.			

<p>The Lund Church Plant, Sweden.</p>	<p>To form and transition a core team from the Malmö church, in order to plant a new community church in the unentered city of Lund.</p> <p>Main goals. Plant a community church with specific focus on students and families.</p> <p>To purchase a building with financial input from the Swedish Union with the goal of operating a community centre as an Urban Centre of Influence (UCI).</p> <p>To provide training in Bible work and mission for Adventist students wishing to spend time helping with the project.</p>	<p>A church plant core team of 8 formed and sent with the blessing of the Mother church and the support of the Union.</p> <p>Community profiling done and felt needs identified.</p> <p>Sabbath meetings initiated from a rented building in the centre of the city.</p> <p>Initial Community outreach through health programmes conducted. To date they have had 151 people attend the health expos, 77 contacts made, 9 community members attend a cooking school and as a result 8 people now receiving Bible studies.</p> <p>Currently forming a community choir to build further connections in the local community.</p>	<p>Operating a UCI not complete.</p> <p>The building the group currently rent only offers availability for sabbath services/meetings, not much availability during the week.</p> <p>The group continue to look for a suitable building in Lund for purchase/rent in consultation with the Union. A suitable building has not been found yet for UCI development. An application for an UCI funding is in progress.</p>
<p>Göteborg Urban Centre of Influence, Sweden.</p>	<p>To meet with the leadership team and church board to introduce the UCI concept and funding opportunity.</p> <p>To build on existing outreach activities and optimise the use of the church building as an official Urban Center of Hope.</p> <p>To conduct a community profile and identify felt needs for the Göteborg region.</p> <p>To work with the church to align vision, mission and values.</p> <p>To explore the possibility of a church plant in Göteborg.</p>	<p>Regular coaching with the leadership team.</p> <p>UCI concept supported by the church board and presented to the wider church for input. Application process initiated.</p> <p>Community profiling initiated.</p> <p>Potential for health-related community outreach identified.</p> <p>Meetings held to look at vision, mission and values.</p> <p>A new pastoral team approach to the churches within the Göteborg area implemented by the Union comprising of 3 pastors, an intern and Bible worker.</p>	<p>UCI planning is on temporary hold at the time of writing this report.</p>

<p>Sortland Community Project, Norway.</p>	<p>To hold multiple training sessions for the 3 churches of Vesterålen and define clearly the vision and mission for this area.</p> <p>To start a process of Cultural analysis and identification of community needs and find ways to meet those needs.</p> <p>To dialogue with key local authorities for collaboration.</p> <p>To operate a community Centre.</p> <p>To develop several home-based Bible-reading groups in every area of Vesterålen.</p> <p>To implement a ‘Messy church’ approach for families with children.</p>	<p>A youth Centre building provided by the local authority allowed the start of a Youth Cafeteria in Sortland run by a small team from the Sortland church every Monday evening.</p> <p>2 Community outdoor weekends held for youth and families.</p> <p>A 6-day community family camp held at the Somerfryd Adventist camp ground attracted 34 community attendees.</p> <p>Sabbath programmes for kids inspired by Messy Church started.</p> <p>3 Bible reading/disciple groups started in Vesterålen.</p>	<p>The youth cafeteria has been attracting between 2- 8 young people. More advertising and promotion still needed. It takes time to build relationships and to gain trust in the community as a church group. That trust is being built. An emphasis on families is also being looked at for the cafeteria approach.</p> <p>Money has been set aside for the purchase of a suitable building to allow for a community centre approach for the area. Some buildings have been identified but no decisions made yet.</p>
<p>The ‘Our City’ Oslo Urban Centre of Influence Project, Betel Church, Norway.</p>	<p>To work with the Union, Betel church pastoral team and UCI steering committee to fulfil the desire to have a functioning UCI in Oslo serving the wider community.</p> <p>To submit a UCI application.</p> <p>To oversee the implementation of the UCI activities.</p> <p>To see a network of small groups meeting throughout the Oslo city.</p>	<p>Community felt needs evaluation completed.</p> <p>UCI activity profile completed, with leaders and volunteers in place to offer UCI services including: A dialogue cafe, A Saturday night Youth Mocktail/smoothie bar, a local ADRA club, feeding the Homeless project, Norwegian language classes, help with homework club and Messy church. Health related initiatives such as health lectures, cooking classes and health expos.</p>	<p>The implementation of the UCI activities has been delayed due to a water leak, which caused flooding to areas of the building to be used for the Centre, and some unseen problems with restoration work in the basement.</p> <p>Work will be finished on one floor of the building to allow some of the activities to start in November.</p> <p>UCI funding application awaiting final budget completion at time of writing.</p>

<p>Re-visioning for the Café Kirken, Denmark.</p>	<p>To work with Cafe Kirken to undergo a re-visioning process to help shape a new vision for the church and to increase attendance and community engagement.</p>	<p>Have provided regular engagement with the church leadership and re-visioning transition team.</p> <p>Have assisted the wider church in evaluating the new vision and strategy proposal.</p> <p>Provided training as requested.</p> <p>A new vision and strategy operating and in place. The strategy focuses on a monthly rotation of different Sabbath worship experiences allowing for greater participation, relevance and increased opportunities for members to invite their unchurched friends.</p> <p>The new format has seen an increase in attendance with some Sabbaths seeing as many as 50 people present.</p>	<p>Evaluation of the new format will be continued.</p>
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<p>Copenhagen International Church.</p>	<p>To enhance the evangelistic potential of the church through the development of a yearly evangelism cycle.</p> <p>Implementation of a disciple making process.</p> <p>Coaching of the local pastor.</p>	<p>A regular plan for evangelism and evangelistic meetings in place.</p> <p>6 weekend evangelistic meetings held, giving the membership a sense of movement and purpose. New community visitors attending all the meetings.</p> <p>A discipleship class is in place preparing people for baptism.</p> <p>They are also experimenting with a portable 'pop-up kitchen' in the local community that serves healthy vegetarian food. This creative idea could also be used by the nearby Happy Hands store.</p>	
<p>To work with other leaders to produce or identify curriculum and resources to help key trainers.</p>	<p>To develop a disciple making process to be implemented within the TED and produce resources under the approved Adventist Disciple-Makers (ADM) initiative.</p>	<p>ADM framework document written and approved.</p> <p>ADM journey and strategic planning documents produced.</p> <p>ADM steering committee formed and has met on two occasions.</p> <p>The Discovery Bible reading tool has been translated into Danish and is being used in some of the churches I have visited for training.</p> <p>The Danish Union is also translating the <i>Following Jesus</i> book by Peter Rohennfeldt to aid in discipleship training.</p>	<p>The ADM project is ongoing and will involve producing an ADM vision booklet, ADM workbook/manual and various other practical resources that will be available on the ADM web page.</p>

PERSONAL EVALUATION

It has been an exciting journey to have been part of the new TED initiative, to place disciple coaches in strategic areas of the Division. The call to this position came unexpectedly, forcing me to rethink plans that had already been made with my family regarding my future work. I must admit, taking on the role presented feelings of fear and inadequacy in view of the confronting challenges, especially the challenge of working in cultures not my own. Yet, at the same time, I have also been excited about the opportunities to grow personally, to trust God more fully for missional growth, to come along side others with a heart for mission and support them on the front lines, utilising opportunities to inspire and motivate others with my own experiences of mission, community work and church planting. The past two years have been a learning curve, but also a blessing. Mission is the heart beat of the Church.

Reflecting on my experience in this role, there is certainly no doubt in my mind that Adventist churches are in a tough situation in this part of the world because the mission frontier has changed so drastically over the past few decades. These are some of the most secular countries of the world, evidenced by official research and statistics. I have found myself, along with other church leaders, pastors and local churches having to live with this reality and resist the tendency to be overwhelmed by it as we witness membership decline and a shrinking volunteer base of those actively involved. There is also a shortage of next generation pastors, which is worrying. One of the things to think about strategically is how we train our pastors and the length of time it can take. The situation in Scandinavia is not easy. In such contexts it is easy to allow missional drift and simply focus on trying to hold on to what we have left. This is certainly one of the challenges I have been confronted with in visits to local churches. Many are struggling with their own faith let alone trying to share it with others. It has not been easy to initiate mission projects when time is needed to once again prioritise the role of mission in the Church. Yet transitional times provide avenues of opportunity and the chance to think in new ways even if it takes a longer time to see the results of such change.

The Church in Scandinavia as in other places is in the process of being stretched between its past and a new vision for the future that is not yet completely shaped. This calls for courage, creativity and innovation. I thank God for those who have shown a heart for mission in these difficult fields and for those mission projects that I have had the privilege of being part of and which have been a source of personal joy and fulfilment for me. Mission is happening despite the challenges. I have been so encouraged to see the Swedish Union embrace church planting again and to form a church planting steering team that is providing support and regular training for new church plants and small groups. Having learned important lessons from the past, church planting must be an important strategy for the future of the Church. More needs to be done in this area. Creating new spaces

and new ways of being and doing church must be part of any future strategy even if there have been bad experiences and past hurts. The new church plant in Lund has demonstrated that church planting can still be done even if it is still early days for this group. To witness a group of families leave their mother church with its blessing and to enter a University city without an Adventist presence and to begin to engage their community through meeting felt needs has been inspiring to me. Eight people are in Bible studies as a result of these initial connections with the community. More pastors might need to be freed for such planting projects or better still empowering more lay people to take church planting initiatives, with pastors taking on a coaching role. The church planting model used in Holland might be useful. More emphasis on church planting should be included in classes taught at Newbold.



Another source of personal fulfilment for me has been the Sortland project. At the request of the Norwegian Union, I entered a close cooperation with the local pastor and leadership team in Sortland. Sortland, which lies in North Norway in the Norlund region, is an area that research shows has the lowest percentage of people attending church anywhere in Norway. As part of a new mission focus, multiple training sessions were held for the churches, a process of cultural analysis undertaken, and the identification of local needs discovered through dialogue with key officials in the local community and through networking. What was so surprising was to see how open community leaders were for interaction with the church, even providing a building in which a team from the church could run a youth cafeteria without being charged for its use. Connections in the community also led to running a summer camp for the community. Working with some of the local government authorities, families need-

ing help and support for various reasons were contacted and given the opportunity to attend this Adventist camp. Thirty-four people from the community responded and attended. I was able to take a small team with me to assist the team from Sortland in the running of the camp. The week was full of activities on the site and in the local area. What was amazing was that a number of local organisations that were contacted in the Sortland area and in the Sommerfryd area to inform them about the camp and its emphasis on giving families with needs a nice week, wanted to help. So the local zoo gave free entry to everyone in the group, a local sports shop donated some sports equipment and fishing gear and the local air ambulance helicopter crew landed on the camp site with the helicopter and allowed the group to look inside it while also demonstrating some rescue techniques which included dangling a man on a rope from the helicopter while it took off. This positive reaction underscores the fact that when churches engage in a cause that benefits the wider community, other community organisations, often secular, can be attracted to participate and cooperate, raising the profile of the Church even in these smaller, rural areas.

Having churches understand their communities and profiling them is an important strategy for any church. I see potential here for the development of more tools to aid churches in their community profiling, cultural analysis and felt-need identification. An initiative like a Global Youth Day could be built into the TED calendar, where a day or weekend is devoted to 'Care about your community', encouraging creative ways to engage with the community.

Being connected with the Café church in Copenhagen has reminded me of the need for churches to stop and take a reality check and ask those important questions about its purpose and the relevance of what it does and who for. Natural Church Development (NCD) has been a tool used for churches to do a self-analysis on its strengths and weakness. Maybe this or something similar needs to be used again. In 2017 attendance at the Café church had been in such a decline that there was a need to rethink. Undergoing a revisioning process was painful but needed. For the past few months they have implemented a new worship format for each Sabbath of the month. This has increased attendance with up to 50 people attending some Sabbaths. The monthly rotation includes: A dialogue café run on the first Sabbath of the month, where a theme that is relevant in the news that week or another relevant theme is discussed. The second sabbath is built around inspiration and involves inspiring people from the Bible. The third Sabbath is devoted to someone sharing their testimony or life experience and the fourth Sabbath is devoted to discussing an Adventist doctrine. Members are encouraged to invite friends to these services.

We need to keep checking – is what we are doing still useful? Is there still any point in it? Is it reaching people where they are now? Is it contextual? We can easily spend time, money and energy trying to keep our beloved structures going, while everything around them has changed and they have become irrelevant.

As we continue to look forward to 2020-2025, I hope that Disciple making processes remain on the strategic agenda. We must prioritise the method of Jesus. We have not yet successfully shown how a disciple making movement can take hold in our churches, conferences, unions and Division. Having worked with Gavin Anthony to initiate the Adventist Disciple Makers (ADM), I am hoping that we can devote more time to writing resources and tools for this project to be used by our key trainers, leaders and members to raise up a new generation of disciple makers. Developing and resourcing a network of discipling groups within our territory should be one of our goals. ADM will be presented at the Norwegian Workers Meeting in December and could open the door for some pilot groups. There are already a number of younger pastors who are interested in this area.

Sparkling Moments

In my role as a Disciple coach there have been numerous sparkling moments as I have seen churches and individuals engage in the mission of the Church and taking practical steps to get themselves involved in the surrounding community. Some special moments for me however are:

1. Seeing the Swedish Union make church planting a key strategy again for the mission and growth of the Church. There is now a church planting steering team for the Union that are providing training and support for new church plants and small group initiatives. It has been wonderful and inspiring for me to coach a core team of committed families who left their mother church to plant a new church in the unentered city of Lund and to see the community engagement.
2. Being told by a young lady, who attended one of my training events on disciple-making, that she had been inspired to go and start her first disciple group. That group led to her starting a second group. It is so rewarding to know that people do implement your training!
3. Being emailed by one union president after presenting at a Workers' Meeting: 'What became apparent is that your ministry is igniting a conversation about our work and mission. One pastor put his finger on it when he said that we, as a team, need to focus on discipleship and that he felt that we have never quite managed to implement a discipleship process in our movement. I just wanted to let you know that you are doing an important work. Where there has been an air of resignation (with regards to evangelism) amongst some pastors, I am seeing some sparks of hope. We are beginning an important conversation, and you are contributing significantly to that.
4. To see a group of young people connected to the Betel Church Urban Centres of Influence (UCI) project, creatively planning for a Saturday night live Mocktail/smoothie Café with the intention of inviting their unchurched friends.



ZLATKO MUSIJA

Strategic Plan Youth Ministries 2015-2020 (Young Adults)

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or partially completed
<p>To lead young people to develop authentic personal spirituality grounded in the Word of God.</p> <p>To lead young people to be immersed in the Scriptures and to strengthen their commitment to Adventist beliefs, identity and values.</p>	<p>Producing <i>Bible experience</i> resources for small groups and youth meetings.</p> <p>Relevant and practical resources on pressing youth issues (addictions, holistic health, sex & relationships, ICT, violence, environment, inter-generational relations, education, human rights, pop-culture, leisure time, etc.)</p> <p>Create a pool of resources that already exist and provide material for youth to grow deeper spiritually.</p> <p>Partnering with Children’s and Family Ministries departments regarding <i>Inter-Generational Worship</i> (IGW).</p> <p>Partnering with Student Ministries department in producing <i>Adventism at the crossroads</i> (Adventist identity) material.</p>	<p>Promoting ‘Youth Alive’ initiative, designed to build resilience among youth by inspiring and equipping them to make healthy choices. Two training events organised in the summer 2019 with almost 100 leaders being trained and resourced.</p> <p>A pool of resources developed and shared with union Youth Ministries directors, which will soon be online.</p> <p>iCOR working group involving TED directors (youth, children, family, ministerial) formed to discuss and facilitate the cooperation in different inter-generational initiatives.</p> <p>Adventist Youth Congress (AYC) in 2017 empowered 3,800 youth from Europe and strengthened their commitment to our beliefs, identity and values.</p> <p>80 AYC (Congress) sermons, talks and workshops held, half of which were recorded and uploaded on YouTube.</p> <p>Preparation for AYC 2021 (the search for a good host city has been quite time-consuming, but now completed).</p>	<p>The production of new resources has not been done so far, because of time constraints and feedback from directors – agreed that a pool of resources should be the first step and after that we will plan the production of new materials.</p> <p>There was a small partnership with Public Campus Ministries (PCM) in organising ‘PowerUp’ trainings for student ministry. However, the remainder of the materials produced was done so by the the Public Campus Ministries department alone.</p>

<p>To involve and integrate young people in the life of the Church with special focus on local church level.</p> <p>To make the church an inter-generational spiritual home that is youth-friendly.</p>	<p>Embrace the iCOR framework to develop values that are conducive to making the local church a spiritual home.</p> <p>Producing <i>Youth giftedness</i> (soul-mining) training material that will be used at union/conference/church level to help young people to serve according to their giftedness, passion and availability.</p> <p>Develop intentional <i>mentoring</i> and discipleship ministry in the local church.</p> <p>Training the local church workers through a dynamic Youth Ministries convention for the continuing education of youth leaders, pastors and everyone with the passion for Youth Ministry.</p>	<p>A strong emphasis has been on iCOR as the most strategic way to fulfil stated objectives. iCOR was developed through:</p> <p><i>trainings</i> (basic iCOR training for 8 unions in February 2018, participation at several local training events)</p> <p><i>resources</i> (Church Board Guide produced, DVD Guide translated into English; translation of iCOR resources to 6 languages funded, etc.)</p> <p><i>promotion</i> (Information Brochure shared and workshops at GC, TED and union/conf. events)</p> <p><i>organisation</i> (TED & EUD steering committee, TED working group, etc.)</p> <p>Beside iCOR initiative that promotes mentoring, I presented workshops about mentoring at 4 local training events.</p> <p>Youth Ministry convention – the concept developed, but the Convention itself postponed to 2022.</p>	<p><i>Youth giftedness</i> material not produced (lack of time), but GC Spiritual Gifts Assessment test shared.</p> <p>There was a strong intention to organise a Youth Ministry Convention in February 2020, but the convention has been postponed to 2022 because 2020 is not the best time for some of our unions.</p>
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<p>To engage young people and equip them for innovative and bold urban mission initiatives.</p>	<p><i>TED Institute of Youth Evangelism</i> for training the trainers of Relay Youth and other trainings (for example ‘Year in Mission and Service’).</p>	<p>The decision to re-start Relay was made during 2018, however we have still not received any request from the fields.</p>	<p>Not implemented because local fields had already made their calendars for 2019 when Relay restart was announced. Still no interest for 2020.</p>
<p>To create new opportunities for young people to participate in global mission projects.</p>	<p><i>Xtreme outreach</i> – supporting and encouraging creative and innovative approaches in urban and global mission areas.</p>	<p>30 Youth Outreach Projects have been funded (2016-2019). Assisting in the development of ‘Youth Alive’ Centre of Influence pilot projects, that may soon be funded by the GC.</p>	
<p>To encourage young people to get involved in addressing difficult social issues and community needs.</p>	<p>‘Year in Mission’ type of programmes for involving and training the youth for <i>Extreme outreach</i> (international groups in big cities and/or global mission areas).</p>	<p>Cooperation with Newbold College and British Union Conference (BUC) in ‘Year in Mission and Service’ gap-year programme. 15 young adults are participating in different mission and service projects (Welsh Mission, ADRA Serbia, ADRA-UK).</p>	<p>Not enough students to form a Mission and Service group in Ireland in 2018/19.</p> <p>No other union has started ‘<i>Year in Mission and Service</i>’. Probably because it is difficult to find enough young people interested /available to take a year out.</p>
<p>To offer the tools that will enhance youth ministry at local church level.</p>	<p>Hub of resources. Training at all levels. Global networking (global events, social media etc.)</p>	<p>Personally involved in training/ preaching at almost 50 local Youth Ministry events over the last three years.</p> <p>Involved in the organisation of the Global Youth Leaders Congress in August 2018. Eighty-five youth leaders from our Division participated.</p>	<p>Our presence on Social media platforms are quite weak and should be increased in the future.</p>

PERSONAL EVALUATION

I will build my personal evaluation around the following four areas that should, in my opinion, be the strategic direction of Youth Ministry in 2020-2025.

Global and Local Experience

Youth need both large international events and a supporting local church environment and our aim has been to help in both areas. Large events, like Adventist Youth Congress (AYC), have a strong positive impact on our youth, who often do not feel part of something big. Because of its importance and complexity, AYC has been and should continue to be a significant part of our daily work. One of the most important areas for improvement, relating to AYC, in my opinion, is how do we make a greater impact on our youth beyond the Congress (e.g. some resources or projects that build on the Congress and also reach youth who did not attend it).

What is even more important is to empower youth at the local church level. In that context, it is important to continue with iCOR or similar initiatives. iCOR is an excellent value-oriented tool designed to help local church leaders (pastors, elders etc.) to change their local church culture. iCOR empowers local churches to become supportive spiritual homes for all generations. Many good iCOR resources have been developed and a basic training organised. The focus in the future should be on the implementation of the iCOR initiative at the field level and continuous coaching of local iCOR leaders. I would recommend



that the iCOR initiative — that has so far functioned mainly within the Youth department — is facilitated by forming partnerships with other departments and officers. This wider and more collaborative organisational infrastructure would allow the iCOR initiative to grow and find its permanent roots in the local churches.

There are many other ways of how to boost the iCOR initiative:

- better promotion (newsletter, stories about churches that follow iCOR values, Facebook page, etc.)
- practical guides about different aspects of iCOR mindset (e.g. ideas on how to be intergenerational, how to prioritise youth, how to involve them in leadership, etc.)
- training for pastors completed by a team of TED departmental directors
- a symposium on Theology of Childhood and Youthhood



Mission and Service

One of the best ways to show that we trust young people is to make them important partners in some of our strategic mission projects (Global mission, urban centres, etc.). In addition to encouraging continuous involvement of youth in local church outreach, we promote short-term (e.g. 2 weeks) and medium-term (e.g. one year) projects where teams of young adults are sent into the mission fields. Related

to that, the TED are working with Newbold College of Higher Education (NCHE) and the BUC in organising mission opportunities for gap-year students at Newbold. The implementation has not been very smooth, and the results are lower than expected (we have had 15 students over two years); so, I am not sure that this should be our primary way of implementing the 'One Year in Mission' (OYiM) initiative.

Our attempts to encourage other unions to form 'One Year in Mission' groups have not been successful so far, but I think we should continue with the emphasis. Some unions are interested to start OYiM projects in 2020. Further discussion with fields on how to make this initiative attractive and achievable is taking place. Although the focus of OYiM should be at the union/conference level, if needed the TED will consider organising international OYiM groups.

We were involved in assisting two Fields (Lithuania and Albania) to apply for significant GC funds related to *Youth Alive* pilot projects. But there is a need to encourage more Global Mission and Centre of Influence projects that target and involve youth.

Furthermore, and in addition to Global Youth Day, which is a good incentive to involve youth in serving their communities, there is a great possibility in partnering with ADRA. Some preliminary discussions with ADRA Europe have taken place, and in the future, we would like to focus on the implementation of some common projects across our Division.

Training

Training youth leaders and youth itself has been a significant part of our Youth Ministry strategy. Over the last three years, I have been actively involved in almost 20 training events. Our main training events were: iCOR basic training for union leaders (February 2018), Global Youth Leaders' Congress (August 2018) and 'Youth Alive' Facilitators' Training (August 2019).

There is a decision to have Youth Ministry Conventions (once in 3-5 years), an inspiring, high-quality training event for youth leaders, pastors and everyone with a passion for youth ministry. The first convention should be in 2022 (initially planned for February 2020).

Furthermore, we need to discuss the future of the *Relay* programme (an intensive short-term training programme that equips Adventist youth for a life of sharing the saving power of Jesus Christ) and whether unions really want us to continue with it, and if we need to develop a new model or a new marketing strategy?

Another area for improvement is to find ways of how to equip (future) pastors to minister to the younger generations (through theological education, Internship and Continual education of pastors).

Resources and Support

One very important area of the TED Youth Ministries department should be the identification and development of good resources:

- We need to continue identifying good resources produced by others (a Hub of resources will soon be active at ted.adventist.org/youth-ministries/resources)
- Further development of the GC 'Youth Alive' initiative. 'Youth Alive' is a good evidence-based initiative, because it deals with real-life issues by focusing on relationships,

- positive alternatives and iCOR values. But in order to be more relevant to our context, there is a need to develop more resources on pressing youth issues.
- Other useful resources relevant for European context should be produced and shared.

The main challenge is the question to what extent will these resources be used at the local level, especially having in mind the cultural differences in the TED (how to prepare material that is attractive in all parts of the Division). It has been difficult to start the development with this question in mind.

The TED should continue to offer different youth funds, but we should also aim to encourage more unions to apply for funds and help them develop high-quality projects. Another way for me to support local fields has been a regular personal support to my union counterparts (via group Zoom meetings every other month, personal visits or individual Skype meetings several times a year). This kind of personal and professional support has been appreciated by most of them.

I would like to mention a few other elements that are needed to make the youth department work more effectively:

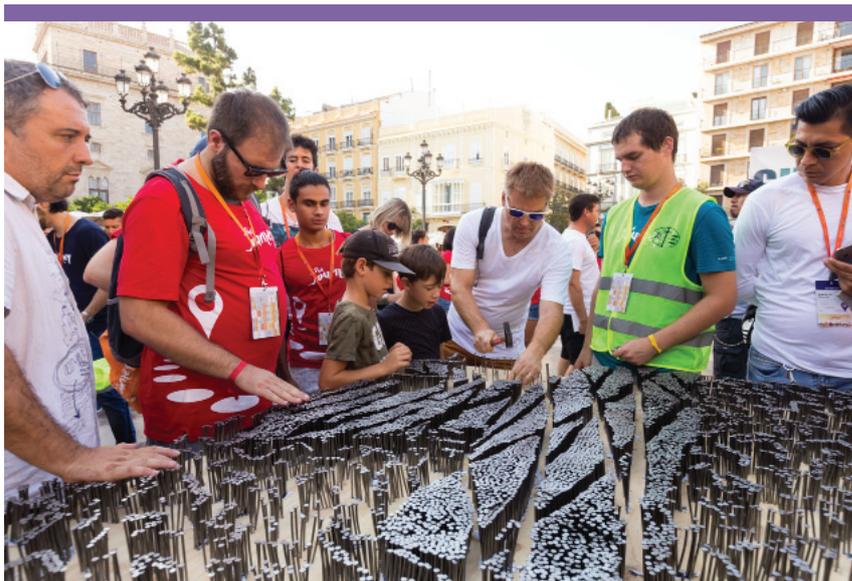
- I think we need full-time directors and more time during Super-Tuesdays to focus on planning the implementation of our common initiatives. Having part-time directors, and
- with the nature of our work, it has been a challenge to find the time to build and collaborate as a team.
- Readiness and faith-based optimism from all (departments, entities, etc.) to unite efforts for good initiatives.
- Personal confidence and resoluteness in executing good ideas.
- Better use of Social media to share our concepts and initiatives.

Sparkling Moments

There were many sparkling moments, especially when witnessing God at work in the lives of youth and youth leaders. One of the most inspiring moments for me was at the European Adventist Youth Congress in Valencia (2017) – where I saw many young people really motivated to get to know God better. That was especially evident in their eagerness to attend all meetings and activities, and in their good and positive spirit. Our usual image of young people is that they are non-interested, but it is encouraging to see a new generation of young people full of enthusiasm for God.

I remember many youth events where I saw young people with extraordinary talents. At one particular big event, I was amazed to hear such high-quality spiritual talks lead by several young people, preceding my sermon. During the sermon I asked the congregation how often do these young people preach in their churches – and the answer was, “never”. That reinforced in me a desire to preach and teach about the need to involve youth in most significant aspects of church life. We should know our youth not by their problematic behaviours but by their passions and talents, and we should give them opportunities to nourish and use their talents in leadership!

Finally, I am always inspired when I see dedication and enthusiasm of many leaders; their hard and professional work to reach young people. Youth Ministry is the most time and energy-consuming of ministries. However, it is really rewarding to see the energy, creativity and motivation of these leaders and I would like to thank God and these leaders for inspiring me to give my best.







CLAIR SANCHES-SCHUTTE

Strategic Plan Children’s Ministries 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or partially completed
Children’s Ministries Leadership Certification Programme (CMLC)	Develop a culture of well-trained leaders in our Children’s Sabbath Schools.	Children’s Ministries Leadership Certification programme continues for leaders at union, conference and local level. Currently, there are 9 levels and the General Conference is adding to this number. Training has taken place in all unions. In the past 5 years, we trained more than 1,000 Children’s Sabbath School leaders.	This will only ever be a partial completion because of adding new levels each year.
Messy Church	Making Messy Church known throughout our Division through training, resources, newsletters, website and inspirational stories.	<p>During this quinquennium we have sponsored 24 churches in fifteen countries to start a Messy Church programme.</p> <p>Of the sponsored churches, 1,056 people have attended these programmes. Of those people attending, 627 were non-Adventist.</p>	
Vacation Bible School (VBS)	VBS has and always will be part of the churches outreach.	<p>Albania and Greece have benefitted from this programme, with positive results.</p> <p>This is an ongoing programme which started in 2018. We wanted to give families the opportunity to serve as missionaries and give a week of their time to do so by presenting a VBS. This benefits those that are ministered to but also has added value for the families in serving God together.</p>	

PERSONAL EVALUATION



'Messy Church' has been growing very strong in many of the countries around our Division. This is such a low-key way of doing mission that all members feel they can take part without feeling outside their comfort zone. As a result, there have been many baptisms. What we especially see is the involvement of non-Adventists in the 'Messy Church' programmes themselves, giving the people a feeling of belonging, which is very important in making a step towards believing. New approaches for doing 'Messy Church' would also be helpful to local churches, to reach even more diverse age groups. For example: 'Vintage Messy' (for the

seniors in our community); ‘Messy Café’ (geared more towards the young adults) and ‘Messy Teens’ (this is something that needs working on because when kids become teens, they find ‘Messy Church’ too childish).

The Children’s Ministries Leadership Training (CMLT) continues, as we need the best people working and forming our children. Children change and our approaches should change with them.

Vacation Bible School (VBS) is making a come-back in our Division. The North American Division has been kind enough to share their materials with us, giving us the opportunity to translate and copyright the materials for free. Countries like Albania and Greece are benefitting from this programme.

Our monthly newsletter continues to inspire others. This quinquennium we decided to have a monthly rotation of news reporting from the different unions. This way we get news from throughout the Division, and also see the many innovative and exciting approaches to reaching children with the gospel of Jesus Christ. These approaches can then be used in other parts of our territory. Newsletters are a good way of connecting with people, especially our counterparts. Resources need to be continually added to this website. You can find an example newsletter here: ted.adventist.org/images/ChM_WM/CM_news_June_2019.pdf

Our resource page has also been upgraded during this past quinquennium and that has been a blessing for many. We have resources available to our members and union/conference leadership. See ted.adventist.org/children-s-ministries/resources

What Needs Our Attention

One recommendation I would make for this next quinquennium, is to have some work done on the Theology of Children, perhaps at the GC level.

Sparkling Moments

When working with children you know that they can be brutally honest. When you see a child get up early to make sure they are waving goodbye to you, your heart just soars. I have seen many lives changed by camps, days and events which were put together by members who give of their time and energy. Members who work full-time outside the church and then give their precious time to work with kids because they want them to know the Lord. These are the moments that really appeal to me. We are all little steppingstones as a child works their way to being baptised. We don’t always see the results, but that is not our work, it is God’s.

I have had children paint pictures for me, children with real talent. Children have given me little notes, and each time I thank God that I can be part of such wonderful work.

At this year's TED Pathfinder Camporee, I was very encouraged by all the kids who visited my Creative Bible Study Activity. I was especially encouraged because the kids were able to choose this activity. Each day we had about 50-60 kids come by. God's Word is still important to children. As the Bible says: "Let the little children come unto me and hinder them not". We have all heard George Barna's research about the openness to the gospel for children 12 years and younger. This is what drives me to continue working with leaders for our children, who need to experience God's presence in their lives.

I would like to thank God for giving His Holy Spirit to guide and lead in this past quinquennium. Jesus's example here on earth has been at the back of everything I have tried to achieve for His Glory.





CLAIR SANCHES-SCHUTTE

Strategic Plan Women's Ministries 2015-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
<p>Enabling women for leadership.</p>	<p>Coordinate with department directors to provide leadership training.</p>	<p>Leadership training ongoing for 10 years, 535 women completed training during this quinquennium; 130 have finished the whole course. The course has 4 levels.</p>	<p>This is an ongoing training as there will always be new women who would like to start.</p>
<p>Bible Study ideas for women to use as encouragement and motivation to grow in Christ and to reach out to the community.</p>	<p>The Bible remains the only source of divine revelation and power that can sustain you as a Christian in your walk with God.</p> <p>Many times, women would like to start a Bible Study group but don't know how to go about it.</p> <ul style="list-style-type: none"> We want women to be more engaged in the work of the Church, to take responsibility and use their God given gifts and talents to further the work of Christ. 	<p>Resources created:</p> <p>'Women in the Bible and Me' No.1 (sold over 1,000 copies).</p> <p>'Women in the Bible and Me' No.2</p> <p>Love Notes postcards (to colour), printed.</p> <p>Monthly Newsletter produced this quinquennium, with stories and information provided on a rotational basis from the different unions.</p> <p>More printed resources on the way and adding to the website regularly – ongoing.</p>	<p>We support our women via the webpage which is updated regularly with new ideas and ways to study the Bible.</p>

<p>Girls for Christ</p>	<p>This is an evangelistic project which reaches out to our own girls and friends that they have from outside the church.</p> <p>We want to emphasise:</p> <ul style="list-style-type: none"> • That they are special in God’s eyes. Girls of this age are going through a lot of changes and it can be very scary. • That they can make a difference in the world. The “I” culture doesn’t have to define them. • That they can bring their non-Christian friends to this club as well (outreach). • The idea is to do service projects with them. 	<p>Two ‘Girls for Christ’ manuals have been completed and the third manual will be finalised by the end of 2019. This will complete the project.</p> <p>Several unions are using the manuals with encouraging results.</p> <p>‘Girls for Christ’ training has been given in 5 unions, however 7 unions are using the materials. Two unions are using the resources in our Adventist schools.</p> <p>ted.adventist.org/women-s-ministries/resources</p>	
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PERSONAL EVALUATION

I see so much potential for this department. It has been a great honour to work with women around our Division during this quinquennium. I have seen so many blessings and inspiration during those years.

What Is Happening Now

The leadership training is ongoing throughout our Division. There are always new women to reach. The training makes women aware of the potential they can make in their town, city or area. After completing the first level of training, and when returning ready for the second level, I am encouraged to see such a difference. Women thinking up ways to reach their community and using their God-given talents.

Bro's For Christ

This project is in the development stages and like the 'Girls for Christ' project, we hope to have three manuals available. The 'Girls' and 'Bro's' for Christ mentoring programmes should continue. We learn from research how important mentoring is and the difference it makes in the lives of our young people. When members make themselves available to our young people, it speaks louder than any words ever could. Mentoring should not be underestimated.



Creative Bible Study

Creative Bible Study helps you find what excites you about the Word of God. We are all different and we learn differently and therefore we also have different ways of taking God's Word and making it our own. See ted.adventist.org/women-s-ministries/resources

We have also created resources for this project. 'Women in the Bible and Me' No.1 was published by the TED (we sold over 1,000 of these books). From that, 'Women in the Bible and Me' No.2 was published by Stanborough Press. The Bible studies were written by the Women's Ministries directors from our own Division. The books are sold all over the world. Love Notes were printed. A project for churches to colour their own cards and send them to people in need of an encouraging word. There are more resources in the pipeline.

Our monthly newsletter continues to inspire women. Due to a rotation, we get news from the different unions and also see the many innovative and exciting approaches to outreach in the communities. This is a wonderful way of learning about new approaches others have tried in reaching their community. Ideas you may not have thought of before. See ted.adventist.org/images/ChM_WM/WM_News_April_May_June_2019.pdf

We have a well filled resource page on our TED website. Bible Study calendars for each month, Newsletters, 'Girls for Christ' material and links to many other entities.

Sparkling Moments

There have been many moments during the past 5 years that have spoken to me when I hear the stories of 'Girls for Christ' and how young Adventist girls invited their non-Adventist friends to the club and say, "You must bring your mum" (which is not something we require) I realise the potential for outreach because this is another possibility of connecting with people; when I hear of women bringing their non-Adventist friends to retreats where lives are changed and seeds are planted; when I see that women realise that they have something to offer and they discover that God can use them for His glory. These are all moments that make the work of Women's Ministries come alive for me.

I would like to thank God for His presence in my life. For the Holy Spirit who has led me every step of the way and showed me new and exciting ways of connecting with God. For Jesus' sacrifice and what that means for me personally. All was done for the Glory of God!



NIKOLAUS SATELMAJER

Strategic Plan Adriatic Union & South-East European Union Discipleship Coach 2017-2020

Objectives	Action Plans	Achieved So Far (DETAILED)	Comment – Why not or why partially completed
Promote the mission of the Church by training workers, church members and Ministerial students at Belgrade Theological Seminary (BTS).	Promote and facilitate Elders' Training.	Training sessions run for church elders in both the Adriatic Union (AUC) and the South-East European Union (SEEUC).	
	Participation in Union Pastoral Events.	Spoke to pastoral groups in both AUC & SEEUC, including presentations at several Constituency Sessions.	
	Local church training.	At the request of conference leaders, I have spent (up to 5 days) mentoring and training selected pastors.	
	Lecturing, Ministerial Student Support.	Reformation classes taught at the Belgrade Theological Seminary (BTS). Time spent with the Ministerial students, offering support where needed.	

	Other	Assistance provided to the fields on the topic of Anti-Trinitarianism. Researched information shared.	
Church Planting Workshops.	Hold a Church Planting Workshop in 2018 and 2019.	By way of a follow-up from the Church Planting Workshop, which took place at Belgrade Theological Seminary in 2018, personal visits were made to most of the pastors (and some Church Boards) who attended for coaching purposes. A second Church Planting Workshop took place in 2019, held in Maruševec, Croatia. More than 80 pastors and lay leaders from the AUC & SEEUC attended, including four from Hungary.	
Mission and Development Trips.	Mission and Development Trip. Roma Literacy / Evangelism Trip.	Planned and accompanied a business couple, visiting various conferences and entities within the AUC & SEEUC, to explore various mission and development projects. Planned and accompanied the North American Division (NAD) Programme director to the AUC & SEEUC, to explore the possibility of developing Literacy programmes for the Roma population throughout this territory.	
Fundraising for church building.	Fundraising Events.	Coordinated and assisted in raising funds for the completion of a church building in Gradiška, Bosnia & Herzegovina.	

PERSONAL EVALUATION

It has been a busy and profitable two years, with exciting events taking place. With 2020 just around the corner, the following plans are being made for continued development and progress within the Adriatic and South-East European Unions.

Elders – Continue to develop Elders' Training with a focus on preaching, leadership and mission. Some of the material will be field-tested in April 2020.

Pastoral Vacancy – One of the fields is experiencing a severe shortage of pastors. I will be assisting in finding some volunteer pastors willing to assist on a temporary basis.

Ministerial Training and Mentoring – Working with both unions in the review and development of Ministerial training and mentoring, especially for new pastors.

Church Planting Workshop 2020 – Plan and coordinate the proposed workshop.

Church Planting Workshop attendees – Continue personal visit with attendees.

Adriatic Union College, Maruševec – Teach Theology of Pastoral Ministry class and continue to work with students.

Mission and Development Trip follow-up – Numerous projects have been discussed. In 2020, I plan to spend a considerable amount of time following-up these projects.

Roma Literacy/Evangelism Trip – In 2020, I will spend considerable time following-up on these projects.

'One To One' with Pastors – At the request of conference leaders, spend time in the field with selected pastors.





Retreat for Bible Correspondence Students – Work with several fields to hold weekend retreats with Bible Correspondence students.

Other appointments: Fulfil, as requested, appointments with pastoral and lay groups.

Sparkling Moments

- 1) These territories experienced conflicts in the 1990s. Following those conflicts many residents, including church members, moved to other countries. These people movements have impacted our churches, yet the spirit of mission is alive among our members. In one church, the idea of planting another church was discussed, though there was not too much enthusiasm, until one member spoke up. She told the Board members that she knew of a community that would welcome a new congregation. Her enthusiasm created a new spirit and God often uses one person to change attitudes.
- 2) It was a cold and dreary day, but the church member was enthusiastically showing a book to a young shopper. All day long the member greeted shoppers and offered the literature. The literature evangelist was a new member and I asked him why he was doing it. His response—he wanted to share with others the new life he was experiencing.
- 3) We were visiting a Roma home. Altogether there were some sixteen individuals seated in a small room. Some family members were Seventh-day Adventists and others were attending. The topic of literacy was introduced, and the family welcomed the idea of hosting a literacy group in their home. For them literacy was important for every-day living, but it also opened the Word of God to them.
- 4) Young people enjoy being with other youth. Following a Church Planting Workshop, a pastor decided to have Friday night meetings for his youth and to invite those who are not members. Shortly, the number of visitors was larger than the group of members. Makes me wonder how many others are waiting to be invited!

Gratitude

Finally, we wish to thank the personal assistants and support staff in our office, both past and present, for their commitment and dedication in supporting our directors in their work. They are a valuable part of our team who enhance the mission of our office with their continued creativity, joy and dedication. Thank you.

Disclaimer

Information and details in this brochure are correct as at 24 October 2019.

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