

# Strategic Plan

2010—2015



Trans-European Division

## Plan Purpose

Someone has so aptly said, "If you fail to plan, you plan to fail." The Bible tells us, "Where there is no vision, the people will perish..." (Proverbs 29:1) Every organisation needs planning and visioning to sustain in the dynamic environment in which it operates. This holds true for our churches and the administrative entities of the Trans-European Division. This strategic plan is aimed to function as a blueprint that would guide the churches in the implementation of their plans. As churches, administrative entities and institutions increasingly face demanding challenges and opportunities, a strategic plan can go a long way in addressing the issues of the constantly changing world.

Another purpose for this plan is to be clear about what we do; "If the trumpet does not sound a clear call, who will get ready for the battle? (I Corinthians 14:8). We need clarity because we are many, widely dispersed and very diverse, while the world in which we work is rapidly changing.

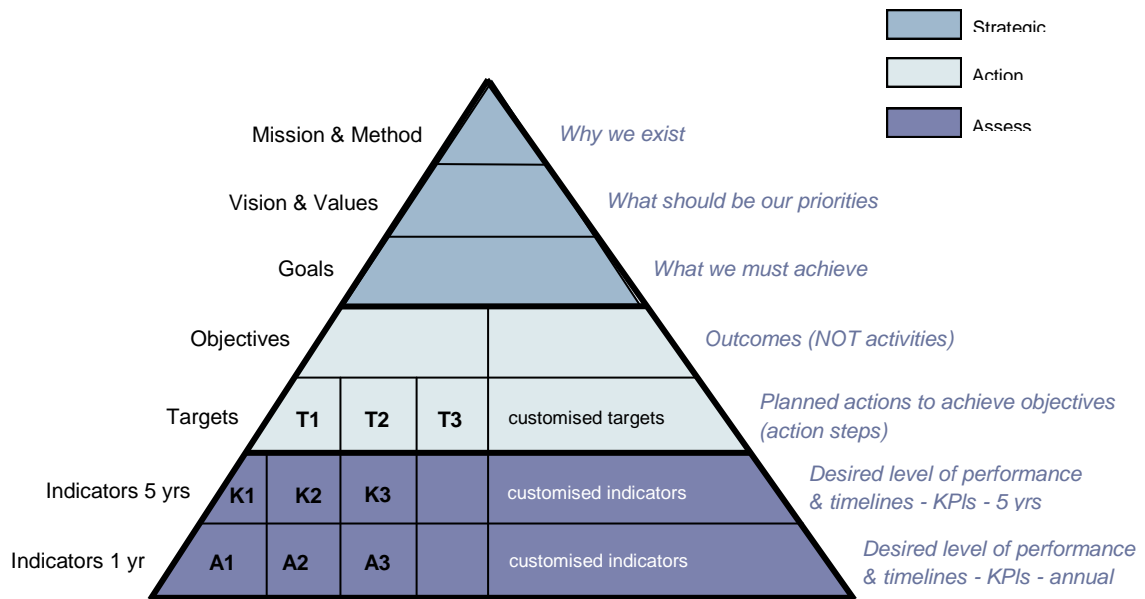
Therefore, the TED Plan for 2010-2015 seeks to achieve the following:

1. Assist in turning vision into reality by providing a roadmap to visualise goals and how to get there;
2. Provide an opportunity to analyse the internal and external environment we operate in to achieve desired results;
3. Identify resources, people and opportunities to match with actual needs;
4. Focus energy and resources on the Mission of the Church and agreed areas of priorities to achieve optimal results;
5. Set boundaries to realise goals and objectives;
6. Train, equip and build competences in people and organisations;
7. Embrace unity and positive change;
8. Develop team ministry;
9. Monitor and assess progress and share experiences/lessons learnt;
10. Communicate God's blessings;

## Plan Assumptions and Key Functions

1. Linked to the GC Plan - Reach Up, Reach Out, Reach Across - Tell the World
2. Reflect TED programmes and added-value
3. Develop and/or adopt suitable models of ministries with relevant resources to support the unions/fields in meeting their objectives
4. Deliver training and coaching as needed and as requested by the unions/fields to achieve optimal impact
5. Support the unions/fields in developing partnerships to strengthen delivery of ministries and services
6. Provide administrative support and leadership training/coaching as outlined by Church Policy and requested by the unions/fields
7. Monitor and evaluate progress, outcome and impact of TED-run and sponsored events/activities and develop lessons learnt

# Plan Components



Key Performance Indicators (KPIs) help define & measure progress toward organisational goals.

# Plan Components Linkage to Organisational Units



## Mission Statement

The mission of the Seventh-day Adventist Church is to make disciples of all people, communicating the everlasting gospel in the context of the three angels' messages of Revelation 14:6-12, leading them to accept Jesus as personal Saviour and unite with His remnant Church, discipling them to serve Him as Lord and preparing them for His soon return.

## Method

We pursue this mission under the guidance and through the empowerment of the Holy Spirit through:

1. *Preaching* - Accepting Christ's commission (Matthew 28:18-20), we proclaim to all the world, in these last days, the everlasting gospel of God's love, most fully revealed in His Son's life, ministry, atoning death, resurrection and high priestly ministry. Recognising the Bible to be God's infallible revelation of His will, we present its full message, including the second advent of Christ and the continuing authority of His Ten Commandment law with its reminder of the Seventh-day Sabbath.
2. *Teaching* - Acknowledging that development of mind and character is essential to God's redemptive plan; we promote the growth of a mature understanding of and relationship to God, His Word and the created universe.
3. *Healing* - Affirming the Biblical principles of the wellbeing of the whole person, we make the preservation of health and healing of the sick a priority and through our ministry to the poor and oppressed, cooperate with the Creator in His compassionate work of restoration.
4. *Discipling* - Affirming the continued spiritual growth and development of all members, we nurture the newly converted, instruct them in righteous living, train them for effective witness and encourage their responsive obedience to God's will.

## Vision Statement

In harmony with the great prophecies of the Scriptures, we see as the climax of God's plan the restoration of all His creation to full harmony with His perfect will and righteousness.

## Values

*Quality of life* is a multi-faceted concept that goes to the heart of what it means to be an Adventist believer. For an Adventist, quality of life means first and foremost being sure of belonging to the Lord, finding the rest and assurance of forgiveness; and finding contentment on our life's journey.

*Unity* reflects the nature of the Church as one family around the world, constantly communicating with one another, constantly sharing, and in the process learning to defer to one another for the good of the One Body of Christ.

*Growth* is expressed through evangelism, public witness, and nurturing the personal spiritual growth of believers.

## Goals

1. Reach Up to God through Bible study, prayer and the Spirit of Prophecy resulting in revival and faithfulness.
2. Reach Out to others as a friendly church that put's Christ's mission first, invites all peoples to fellowship and makes a difference daily in the community.
3. Reach Across the barriers that threaten to divide us as a family, endeavouring to disciple, nurture, and involve every individual in the life and mission of the church.

## Objectives

### Reach Up

1. Involve members in Bible Study, prayer and reading the Spirit of Prophecy
2. Support the unions/fields in raising wholistic faithful stewards at the local church level
3. Be Involved in the witness of the Church
4. Use denominationally produced Bible study materials

### Reach Out

1. Become involved in the Mission of the Church
2. Become involved in community projects
3. Increase the number of visitors attending church each week
4. Increase the number of members by \_\_\_\_\_
5. Support \_\_\_\_\_ evangelism events
6. Establish \_\_\_\_\_ new worship groups
7. Reach a goal of \_\_\_\_\_ church members winning one person to Christ
8. Increase the ratio of membership (find effective evangelism) to population in urban areas
9. Provide resources for the 10/40 Window (money, people, time)
10. Increase membership and church plants in the 10/40 Window
11. Increase the number of listeners, viewers and readers reached by Adventist electronic media
12. Support a large global strategy for literature distribution
13. See that every church adopts a programme for growth

### Reach Across

1. Improve retention of members
2. Nurture members
3. Increase the percentage of young people involved in the work of the Church
4. Increase the percentage of young people retained within the Church

## Areas of Priority



## Key Functions



## Reach Up

**1. Reach Up** to God through Bible study, prayer and the Spirit of Prophecy resulting in revival and faithfulness.

Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
<b>1. Involve members in Bible Study, prayer and reading the Spirit of Prophecy</b>	1. Organise during the quinquennium one joint TED <i>Training-of-Trainers Personal Ministries and Sabbath School Advisory</i> with focus on Bible reading, prayer and Sabbath School activities for spiritual formation and nurture of members	Organise and run Personal Ministries and Sabbath School Advisory in May 2011 to equip leaders in relevant topics and conduct consultation with field counterparts to develop an integrated strategy to achieve optimal results	By May 2011, 20 field leaders received training-of-trainers and are committed to develop and implement targets for their fields	<b>JKB &amp; MH</b>	£10,000
	2. In partnership with the fields, explore the opportunity to disseminate <b>electronic versions of the Bible and other study material/books</b> (audio, eBooks and video) to be accessed by children, teens and youth using the latest web, media and mobile technology	Identify and source electronic material from suppliers and integrate with TED web and media based technology for sharing	By December 2011, a plan with costing is in place for potential implementation	CS, MH, <b>MP</b> & PT	tbd - cost of programmes sourced  tbd - web & media cost to facilitate downloading & sharing
	3. Utilise electronic social networks such as <i>Facebook</i> to "push" <b>Thought of the Day</b> targeting teens and youth with relevant Bible verses/spiritual messages	Develop a duplicable electronic model to be shared with the fields to "push" Thought of the Day spiritual messages to teens and youth involving Digital Missionaries from LIFEconnect	By December 2011, duplicable model is functional and 50% of Digital Missionaries are involved	CS, MH, <b>MP</b> & PT	Department

Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
	4. Activate and update daily a dynamic <b>Worship/Prayer Corner</b> on the front page of the TED website with link to current news/events and monitor interest on a monthly basis by reviewing hits	Prepare inspiring material for the Prayer Corner for the TED website – changeable daily - and encourage fields to build a link on their websites	By December 2011, prayer corner on the TED website is operational with an advance supply of at least 3 months material	MH & MP	Department
	5. Develop or source a discipleship model and provide <i>Training-of-Trainers</i> programme that can lead to spiritual growth through the practice of <b>Spiritual Discipline</b>	Identify model/curriculum and establish cost for production  (2012 – production of training material and conducting training-of-trainers)	By December 2011, training material is ready for production	MH	Department
	6. Organise and fund <b>Kids in Discipleship (KID)</b> ministry training programmes as outlined in the Relay Christ Project to encourage family discipleship and worship practices for parents and children	Retrain certified KID coaches with the objective of setting up training centres in their respective fields	By December 2011, 25% of certified KID coaches are retrained	CS	Relay Christ budget
		Edit and prepare for the various fields study material entitled "Footprints for Teens.	By January 2011, study material is ready to be shared with the fields for translation	CS	Relay Christ budget
	7. Develop, source and disseminate to unions/fields with assistance from the KID ministry programme a <b>daily devotional plan/tool</b> for families	2012			



Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
2. Support the unions/fields in raising holistic faithful stewards at all levels of the Church	1. Develop a TED <b>Stewardship Training Curriculum</b> for unions/fields with focus on raising faithful stewards at all levels of the Church	2012			
	2. Organise and fund during the quinquennium a TED <i>Training-of-Trainers</i> <b>Stewardship Advisory</b> that covers multiple aspects of raising a faithful steward at the local church level that includes but is not limited to spiritual formation, use of spiritual gifts, care for the environment, care for the community, personal finance, trusts and wills, treasury and accounting issues, asset and investment management, fundraising, special projects,... and also return of tithe, and giving of regular offering and special gifts	2012			
	3. Develop a TED Stewardship Training <b>Curriculum focusing on children, teens and youth</b> by using acceptable innovative approaches to communicate the biblical Stewardship message	2012			
3. Be Involved in the witness of the Church	1. Promote and sponsor field <b>conventions of laity</b> where members can share witnessing stories and concepts	2012			

Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
4. Use denominationally produced Bible study materials	2. Organise and fund during the quinquennium one TED <i>Training-of-Trainers Health Advisory</i> to affirm the Biblical principles of the wellbeing of the whole person, share latest health information/advice and discuss opportunities and models to use the health message as an opening wedge to enter new areas/reach unreached people groups	2012			
	1. Identify and promote <b>Adventist resources</b> (books, commentaries, etc...) that supplement/compliment Sabbath School Bible Study Guides at field events and TED website and provide financial <b>subsidies</b> to fields to support the translation of Ellen G <b>White books</b>	Produce quarterly newsletter to share with the fields containing suitable information on resources that can support Sabbath School themes/activities	By June 2011, newsletter is developed and disseminated electronically to all fields SS directors	<b>JKB &amp; MH</b>	Subsidies to fields for translation of EGW books are granted by the GC and TED as part of an established funding formula

## Reach Out

2. **Reach Out** to others as a friendly church that put's Christ's mission first, invites all peoples to fellowship and makes a difference daily in the community.

Objective Reach Out	5-Year Targets Reach Out	Annual Targets Jan – Dec 2011 Reach out	1-Year KPI	Person(s) Responsible	Cost
1. <b>Become involved in the Mission of the Church</b>	1. Produce an up-to-date demographic statistics showing unreached people groups and areas with limited or no Adventist presence and coordinate allocation of geographical <b>"mission" territory and assignments</b> for each union/field within the TED region to penetrate new areas, reach unreached people groups and/or revitalize existing congregations/communities of believers	Collate and formulate statistical data and information for unreached people groups and areas within TED and assign mission territories to fields (provide financial match where needed subject to budgetary provisions)	By December 2011, all fields have received the demographic statistics document and have committed to plan and support the mission territory assigned to them	JKB & RK	Department
	2. Develop a <b>two-phase Training-of-Trainers evangelistic "mission" curriculum</b> & conduct training that covers various outreach approaches suitable for local cultural settings; The first phase is <b>"Be Available"</b> focusing on motivating & mobilising church members (one-to-one and small groups) to be involved in the mission of the church; The second phase is <b>"Cutting Edge Evangelism"</b> concentrating on adopting, adapting & implementing suitable approaches to outreach that functions in a local context in a timely manner – i.e. finding attractive & functional methods in giving Bible studies	Develop the "Be Available" training-of-trainers curriculum, agree with fields on a timeline for implementation (training and application of field targets) and provide subsidies to fields (per language group) to assist with translation	By December 2011, all fields have received the "Be Available" curriculum with PPTs, sermon outlines and application schedules and have committed to a plan for implementation - with a TED offer for a translation subsidy	DD, JKB & MH (Newbold teachers)	£22,000 (£1,000 per language)

Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
2. Become involved in community projects	3. Develop and coordinate a <b>"Mission Project" programme</b> with focus on active participation of members by establishing a <b>project bank</b> resource, identifying funding and facilitating partnerships between donor and TED implementing entities that can give opportunities for local churches/church members to adopt mission projects and participate directly in project activities by using their God-given gifts to support the Mission of the Church	Identify/source a user-friendly database for the Mission Project Bank and design functionalities on the TED website for uploading and downloading of Mission Project information	By December 2011, Mission Project Bank database is operational and web functionalities are established	DD, <b>JKB</b> , MH MP & PT	Department
	4. In partnership with the fields, develop and promote resources that connect with the secular and contemporary mindset through supporting the work of <b>Bible Correspondence Schools</b> in each country of the TED and encouraging greater membership involvement in its promotion and application	Develop and promote Internet/web-based BCS resources/lessons for postmodern and contemporary people groups as a model of ministry that can be adopted and translated by the respective fields	By December 2011, model BCS resources are prepared and promoted within fields	<b>MH &amp; MP</b>	£2,000 (cost for developing resources)
	1. Assist and train new unions/fields to establish <b>Ingathering (Annual Appeal)</b> programmes that can increase membership participation in fundraising and supporting local and international community development projects	Develop an Annual Appeal/Ingathering Manual with courses to promote and train field leaders in establishing diversified fundraising programmes to support national and international community initiatives	By December 2011, Manual is available and disseminated to fields for training purposes	SC	Department (and Secretary budget)
	2. Develop, adopt and/or adapt a manual and train unions/fields in activating <b>Action Groups</b> to design and implement projects with community outreach focus	Develop an Action Groups Outreach Manual with courses to promote and train field leaders in diversified models of evangelism using "group activity" methods	By December 2011, Manual is available and disseminated to fields for training purposes	<b>JKB &amp; MH</b>	£2,000 (cost for developing manual)

Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
<b>3. Increase the number of visitors attending church each week</b>	1. Develop material and assign dates for <b>special events</b> (ex. AMR, AJF) to support the fields in group-focused and thematic outreach initiatives	Promote and develop material for the Adventist Muslim Relations Day and the Adventist Jewish Friendship Day to support the fields in their outreach efforts	By June 2011, sermons, PPTs, study material and other resources are shared with the fields for each of the respective days	JKB & RK	Department
	2. Produce material and provide <i>Training-of-Trainers</i> to enhance the vital components of warmth, fellowship and message content to <b>increase weekly visitors' attendance</b> at local church level	2012			
	3. Provide Training-of Trainers for one group per field/conference in church revitalisation using the <b>Natural Church Development (NCD)</b> method	2012			
	4. In partnership with the fields, develop and disseminate suitable outreach material, presentations and sermons to draw community attention on <b>Sabbath 23 April 2011 (Easter weekend)</b> to the life, ministry, death, resurrection and Second Coming of Jesus Christ – worldwide total number of guests is projected at 10 million	Develop material for the Easter Weekend to support the fields in their outreach efforts - where each member invites at least one guest to the Sabbath service – and promote Sabbath 23 April 2011 using TED web and media outlets/resources	By January 2011, sermon outlines, PPTs, study material and other resources are shared with the fields to prepare and use for the Easter Weekend	DD, JKB & MH	Department
<b>4. Increase the number of members by _____</b>	1. Promote <b>multiple outreach evangelistic methods</b> through TED-produced monthly newsletter and other web-based communication	Produce and disseminate an electronic monthly newsletter – inFOCUS News – sharing diverse models of outreach and experiences from the fields	By December 2011, 12 issues of inFOCUS are shared with the fields	JKB	Department

Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
5. Support evangelism events	1. Organise and fund during the quinquennium one joint TED <i>Training-of-Trainers Advisory for Ministerial Evangelism and Global Mission</i> – this includes the areas of Music & worship, home church, small groups and church planting; and participate in various unions/fields organised events to build the competencies of field leaders, pastors and members in various outreach methods and share best practices in evangelism	Organise and run a joint Ministerial and Global Mission Advisory in September 2011 to equip leaders in relevant and diversified methods of outreach and conduct consultation with field counterparts to develop an integrated strategy to achieve optimal results for the Reach Out targets – among which includes a church planting strategy for the fields	By September 2011, 50 field leaders received training-of-trainers and are committed to develop and implement selected targets in their fields	DD, JKB & RK	£10,000
	6. Establish new worship groups/church plants	1. In partnerships with the fields, develop and maintain a <b>coaching system for church planters and small group leaders</b> that fosters networking, develops lessons learnt and applies best successful models of outreach	Develop a web-based network coaching system for church planters and small group leaders and present for consultation and activation at the Great Commission Festival scheduled for July 2011	By July 2011, web-based network coaching system is ready for operation	JKB
	2. In partnership with the fields and field church leaders, develop, create resources, train field leaders and promote a programme where every church-attending member will invite at least <b>one guest to join a small prayer or Bible study group</b> at the congregational or community level during the five months following the <b>23 April 2011</b> Easter Weekend event	Appoint a “Post Easter Weekend Steering Events Group” latest November 2010 to develop a 5-months operational plans following consultation with the fields to identify suitable Bible Study material (among which can include BCS courses and Experiencing the Joy), train trainers and promote event/activities to reach optimal results	By February 2011, plans with timeline are set with the fields, commitment from church leaders received, 32 field representatives received training to deliver further training to their fields – latest April 2011  By October 2011, more than 5000 guests completed	JKB, MH & departmental leaders  (Fields – to be monitored and tracked by JKB)	£6,000 (for training of trainers event)

Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
7. Reach a goal of _____ church members winning one person to Christ			the select Bible Study Course and more than 5000 guests attended a small group on a regular basis		
	3. Organise and fund during the quinquennium <b>two Great Commission Festivals</b> to inspire, train and share successful models of evangelism – one of which includes and focuses on the mission of laity	Organise and run the first Great Commission Festival in July 2010 at Friedensau Germany to share models of ministry, equip leaders, and consult with field counterparts and front-line practitioners regarding Reach Out targets and how to achieve optimal results	By July 2011, 150 field leaders and front-line practitioners received training-of-trainers and are committed to develop and implement selected targets in their fields	JKB	£30,000 (from TED GM funds)
	1. Develop/adopt/adapt a <i>Training-of-Trainers</i> curriculum for <b>Lifestyle-Friendship Evangelism</b>	2012			
	2. Promote a TED-wide <b>baptismal celebration on Sabbath 5 November 2011</b> to host events and invite community friends and guests to welcome 2000 new members into the Adventist Church	Promote Sabbath 5 November 2011 at all church meetings, training events and TED web and media outlets	By January 2011, designed promotional material & placed on web & shared with fields to raise awareness about the 5 <sup>th</sup> November event where more than 2000 new members will be baptised	<b>JKB, MP &amp;</b> (Fields – to be monitored and tracked by JKB)	Department

Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
8. Increase the ratio of membership (find effective evangelism) to population in urban areas	3. In partnership with the fields, promote and develop resources for the 2000 new members who joined the church on 5 November 2011 to invite them to <b>participate in faith-building and discipling</b> experiences immediately upon their baptism and equipping them between then and the next Celebration of Resurrection to share their new faith with neighbours and friends	Develop media-based resources to support the discipleship and retention of the 2000 new members following the baptismal event of 5 November 2011	By July 2011, sermon, outlines, Bible studies, PPTs and other inspirational resources are identified and disseminated to the fields to be used by pastors at the local church level	DD, JKB & MH	Department
	1. Define and map out <b>"BIG cities"</b> within the TED territory and secure resources (training and monetary) to partner with unions/fields in adopting and implementing culturally relevant approaches to sharing the gospel within an urban setting	Develop guidelines for evangelism in the "BIG cities" – this includes definition, selection of targets, secure financial resources and implementation of project activities in partnership with fields	By June 2011, definition, selection of targets & sources are completed  By December 2011, 6 city-evangelism projects are activated in partnership with fields	JKB & RK	£12,000 (matches to field-funded projects)
	2. Develop a curriculum plus tools and organise/fund <i>Training-of-Trainers</i> seminars for unions/fields in reaching the <b>intellectual/affluent members of society</b>	2012			



Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
9. Provide resources for the 10/40 Window (money, people, time)	3. Develop and fund a pilot "Student Missionary" programme utilising Adventist university students based in urban areas to provide innovative outreach to network with other students and intellectual/affluent members of society	Develop objectives and criteria for the pilot Student Missionary initiative for implementation in 2012 following consultation with members of the Oxford Insight team	By September 2011, consultation took place and objectives and criteria for project activity are ready for dissemination & implementation	DD	Department
	1. Explore potentials with the GC and promote through need-based plans an increase in the number of IDEs for TED 10/40 Window territory	Conduct an informal survey with TED fields to establish/realign IDE needs in line with fields/TED/GC strategic focus and consult with the GC for application of recommendations	By November 2011, survey and analysis are finalised and consultation with the GC complete	AA	Department
	2. Provide administrative oversight for Al Waad Arabic Media Production Programme and explore funding potentials with the GC and other donor entities and promote through need-based plans an extension for the activities of this programme effective 2011 – this to include an expansion in the Digital Missionary Programme to the Middle East and Pakistan	Provide ongoing administrative oversight for Al Waad Arabic Media Centre and explore extension of project activities beyond 2012 through a new application and fundraising with donor(s)	By December 2011, plans for extension are finalised and a new application is submitted to donor(s)	MP	Department
10. Increase membership and church plants in the 10/40 Window	1. Develop a plan, list of requirements and process in partnership with the unions/fields and provide the necessary training and resources to support church plants in the 10/40 Window to make the transition from companies to organised churches – the same applies where possible to Special Affinity Groups	Sharpen the current guidelines on church plants, companies and house churches to include a step-by-step action plan to complete the transition to organised churches	By December 2011, current guidelines are revised, voted and shared with fields to meet the target specified	JKB (follow-up is monitored by RK through GM project activity/reports)	Department

Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
11. Increase the number of listeners, viewers and readers reached by Adventist electronic media	2. Support <b>Adventist Muslim Relation (AMR)</b> and <b>Adventist Jewish Friendship (AJF)</b> ministries in liaison with the GC centres and the fields through providing administrative oversight, organising conferences, and assisting with strategic planning exercises	TED-AMR and TED-AJF are active in developing viable strategies to dialogue and reach Muslim and Jewish groups in their adopted and own cultures	By December 2011, TED-AMR and TED-AJF committees have developed plans and identified resources to support fields	JKB, RK	Department
	1. Partner with AWR in securing funding, equipment and training to provide unions/fields within the 10/40 Window the opportunity to <b>access Adventist radio programmes</b> and/or produce programmes for local consumption	Explore with partners – church and business – the following concepts and make appropriate recommendation: <ul style="list-style-type: none"> <li>▪ Increase the number of radio stations in the Sudan fields</li> <li>▪ Partnership with fields to establish a network of Adventist Internet Radio Ministries in Europe utilising existing union websites</li> <li>▪ Podcasts to reach young people in Europe</li> </ul>	By November 2011, study with recommendations and budgets are documented for the three initiatives and presented for deliberation by MMC and possible recommendation to the 2011 WM	MP	Department
	2. Explore funding opportunities to provide financial subsidies to the fields to support the <b>translation of relevant media programmes</b> that can assist in equipping leaders, pastors, youth and lay members of unions/fields and explore the potential of developing eBooks	2012			

Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
	3. Organise and fund during the quinquennium one joint TED <i>Training-of-Trainers Advisory on Communication, Media and Internet Evangelism</i> to dialogue and share the latest contemporary methods in reaching the Net generation in Europe	Organise and run Communication, Media and Internet Evangelism advisory in September 2011 to equip leaders in relevant topics and consult with field counterparts and front-line practitioners regarding Reach Out targets and how to achieve optimal results	By September 2011, 30 field leaders received training-of-trainers and are committed to develop and implement selected targets in their fields	MP	£8,800
	4. Produce relevant attractive <b>media programmes and reports</b> for internal and external consumption to be broadcasted by the Hope Channel, other Adventist media centres and at special events and where applicable/possible streamline via the Internet to communicate and reach out	Continue with ongoing production of media programmes and reports for internal and external consumption – this includes Hope Channel, LIFEconnect, and for Adventist forums to promote and inspire viewers	By December 2011, 12 title programmes are produced and ready for distribution	MP	Department & Relay Christ budget
	5. Organise and fund <b>LIFEconnect (LC) Internet ministry</b> programmes as outlined in the Relay Christ Project to create opportunities for young Adventists in reaching the Net generation through innovative modern methods of outreach that includes website, text messaging, mobile and digital technologies	Continue with ongoing training and coaching of leaders and digital missionaries to deliver on LIFEconnect objectives and finalise the LIFEconnect website to achieve full operation of functionalities	By September 2011, all fields have received the first round of Internet Ministry training and the LIFEconnect website is fully operational by the time of the Advisory	MP	Relay Christ budget
	6. Produce <b>TV programmes for children</b> using the Footprints Kids in Discipleship (KID) lessons manuscript series as a basis for production	2012 (filming will commence in 2011)			

Objective Reach Up	5-Year Targets Reach Up	Annual Targets Jan - Dec 2011 Reach Up	1-Year KPI	Person(s) Responsible	Estimated Cost
<b>12. Support a large global strategy for literature distribution</b>	1. Promote <b>Book of the Year</b> initiative (and other creative methods using digital, web-based and mobile technology methods) and advise the fields on suitable selection of material for outreach purposes	Promote the ongoing "Book of the Year" initiative by advising fields on suitable and inspiring selection of books, electronic material and resources	By December 2011, fields have received regular updates about selection of material at church meetings, training, advisories, by emails and through newsletters that can assist them in adopting and marketing the "Book of the Year" initiative	JKB	Department
	2. Organise and fund during the quinquennium one TED <i>Training-of-Trainers Publishing Advisory</i> to raise awareness about current material (printed and electronic) for the nurture of members and use as tools for evangelism	Organise and run a Publishing Advisory in May-June 2011 in cooperation with the EUD to equip leaders in relevant topics, raise awareness about printed material and conduct consultation with field counterparts to strengthen the Reach Out targets to achieve optimal results	By June 2011, 30 field leaders received training-of-trainers and are committed to develop and implement selected targets in their fields	JKB	£6,000
<b>13. See that every Church (union /field) adopts a programme for growth</b>	1. Provide <i>Training-of-Trainers</i> for pastors and elders in how to plan and lead their local congregation in adopting a <b>programme for growth</b> (this includes strategic planning components)	Organise and run an integrated training (with the Personal Ministries/Sabbath School and Ministerial/Adventist Mission advisories) for union/field leaders in how to plan and adopt a programme for growth by each local congregation	By September 2011, 40 field leaders received training-of-trainers and are committed to train local pastors	JKB	(cost will be shared from the budgets of the two advisories)

## Reach Across

3. **Reach Across** the barriers that threaten to divide us as a family, endeavouring to disciple, nurture, and involve every individual in the life and mission of the church.

Objective Reach Across	5-Year Targets Reach Across	Annual Targets Jan – Dec 2011 Reach Across	1-Year KPI	Person(s) Responsible	Cost
<b>1. Improve retention of members</b>	1. Develop/adopt/adapt and disseminate a <i>Training-of-Trainers</i> curriculum with measurement and application tools for the unions/fields to be used at the local church level that address the <b>four principles of membership retention</b> : expectation, ministry involvement, relationships and small-group involvement	2012			
	2. Develop/adopt/adapt training resources and provide <i>Training-of-Trainers</i> using the <b>"Messy Church" concept of outreach and retention of members</b> to reach out to community families as well as those families that are on the fringes and have ceased coming to church	2012 (filming commences in 2011 and cost will be covered from departmental budget)			
<b>2. Nurture members</b>	1. Organise and fund during the quinquennium one TED <i>Training-of-Trainers</i> <b>European Pastors' Council - with separate PkUS and MEU training events</b> - with focus on discipleship and nurturing of church members to expose the pastors to the cutting edge issues in pastoral ministry, acquaint pastors with resources available to support their programmes, clarify and sharpen	Organise and run a Pastors' Council for the Pakistan Union in April 2011 to train pastors in relevant topics	By April 2011, 40 pastors are trained in cutting edge themes and are committed to develop and implement targets for their local congregations	DD & JKB	£7,000

Objective Reach Across	5-Year Targets Reach Across	Annual Targets Jan – Dec 2011 Reach Across	1-Year KPI	Person(s) Responsible	Cost
	Theological issues and Christian Adventist identity, provide continuing spiritual and professional development and equip pastors to train lay members in leadership, preaching, teaching and outreach	Organise and run a Pastors' Council for the Middle East Union in Sept 2011 to train pastors in relevant topics	By September 2011, 30 pastors are trained in cutting edge themes in ministerial work and are committed to develop and implement targets for their local congregations	DD & <b>JKB</b>	£7,000
		Coordinate through an EPC steering group planning for themes, areas of focus, venue, workshops, speakers, budget, programme and daily schedule for the European Pastors' Council to be held in Rogaska in August 2012	By December 2011, all plans and budget for the EPC are finalised and venue is booked with relevant information disseminated to the fields	DD, EP, <b>JKB</b> , MP, PT & RK	£70,000 - 100,000
	2. Organise during the quinquennium one TED <i>Training-of-Trainers Advisory on Public Affairs and Religious Liberty (PARL)</i> to promote freedom of worship and liberty to exercise religious beliefs	Organise and run a PARL Advisory to be held in Beirut, Lebanon in February 2011 to equip leaders in Public Affairs and Religious Liberty themes	By February 2011, 20 PARL leaders have received training-of-trainers and are committed to develop and implement targets for their fields	RK	£6,000
3. Organise and fund a <b>Certified Family Life Educators (CFLE)</b> training programme for field leaders and family practitioners to assist in developing Christian values and biblical practices for the family unit within the membership of the Church	Organise and run a CFLE to be held in the UK to equip leaders in relevant topics and conduct consultation with field counterparts to develop an integrated strategy to achieve optimal results	By December 2011, 25 CFLE students have completed their cycle courses and committed to develop and implement targets in their fields	<b>JS</b> & CS	£9,000	

Objective Reach Across	5-Year Targets Reach Across	Annual Targets Jan – Dec 2011 Reach Across	1-Year KPI	Person(s) Responsible	Cost
<b>3. Increase the percentage of young people involved in the work of the church</b>	4. Organise during quinquennium one TED <i>Training-of-Trainers Women's Ministries Advisory</i> to empower leaders/women for active participation in the Mission of the Church and acquaint them with suitable models of ministry	2012			
	5. Organise during the quinquennium one TED <i>Training-of-Trainers Children Ministries Advisory</i> to develop the necessary competencies to meet the spiritual nurture of children	Organise and run a Children Ministries Advisory to be held in the UK equip leaders in relevant topics and conduct consultation with field counterparts to develop an integrated strategy to achieve optimal results	By November 2011, 20 Children Ministries leaders are trained and committed to develop and implement targets for their fields	CS	£6,500
	1. Organise and fund <b>Relay Youth ministry</b> programmes as outlined in the Relay Christ Project to develop leadership among young people, encourage youth participation in the witness of the Church and revitalise existing churches	Continue second year Relay programmes in Iceland, Denmark, Pakistan and Serbia  Organise new programmes in Poland and Norway	By December 2011, 150 young people are trained to equip them to conduct outreach in their local churches/environment	<b>PT</b> & Relay Youth Committee	Relay Christ budget
		Develop new plans with timeline and budgets to recruit more trainers to increase the number of fields reached by this programme and to establish a Relay Youth Plus extension to supplement and strengthen modules of delivery	By September 2011, plans are in place to achieve the three objectives listed under this target	<b>PT</b> & Relay Youth Committee	Relay Christ Budget
	2. Develop and disseminate an <b>educational tool about the Adventist Church focusing on youth</b> to clarify in an attractive format the history, doctrine, functions, operational systems and organisational structure of the Church	Initiate planning through a specially appointed steering committee aiming at producing the resource in time for the 2012 EPC meeting	By December 2011, the first draft of the educational tool is ready for printing to be distributed at the 2012 EPC meeting	AA, DD, JKB, <b>PT</b> & BW	tbd

Objective Reach Across	5-Year Targets Reach Across	Annual Targets Jan – Dec 2011 Reach Across	1-Year KPI	Person(s) Responsible	Cost
4. Increase the percentage of young people retained within the church	– this follows the Munich Statement and the need to educate and develop meaningful lasting partnerships with young people				
	3. Coordinate, administer, fund (where applicable) and promote the Adventist Youth Service (AYS), Ambassador Club Programme, Year for the Lord and Adventist Volunteer Services (AVS) programmes to <b>create opportunities for young people</b> to contribute to the mission of the Church and develop their gifts in their discipleship journey with God	Coordinate the ongoing AVS Programme, administer and promote the “Ambassador” programme for the age group 16-21 and seek to link this programme with Rovers and other ongoing initiatives of similar age	By November 2011, plans are set and shared with the Youth Advisory group for implementation by the fields	PT	Department
	4. Organise and conduct “ <b>Youth Matters</b> ” training to encourage young people to be involved in the mission of the church focusing on youth leaders at the administrative and church levels	2012			
	1. Organise and fund during the quinquennium one TED-wide <b>Camporee</b> to create partnerships/friendships, develop gifts, strengthen Christian-Adventist identity and foster spiritual growth among young people within the TED	2014			



Objective Reach Across	5-Year Targets Reach Across	Annual Targets Jan – Dec 2011 Reach Across	1-Year KPI	Person(s) Responsible	Cost
	2. Organise and fund during the quinquennium one joint TED-EUD <b>Youth Congress</b> to create partnerships/friendships, develop gifts, strengthen Christian-Adventist identity and foster spiritual growth among young people within the TED	2013  (select site with EUD in 2011)			£75,000
	3. Expand & adapt <b>KID</b> model of ministry to focus on <b>teenagers</b> by developing the necessary resources and conducting relevant Training-of-Trainers for unions/fields	Organise and run training-of-trainers for KID with focus on teenagers using the newly developed teen resources/courses	By December 2011, KID's training with focus on teenagers is completed	CS	Relay Christ Budget
	4. Organise and fund a TED-wide <b>AMiCUS (Adventist Ministry to College and University Students) Convention/Chaplaincy Advisory</b> and establish - in partnership with unions/fields - Adventist student associations in major university cities throughout the Division to develop partnerships, strengthen identity and belonging, and foster spiritual growth and outreach among Adventist students	2012			
	5. Organise and fund during the quinquennium one TED-wide <i>Training-of-Trainers</i> <b>Advisory for Youth Ministry</b> to share models, discuss pertinent issues relating to youth work and strengthen the acceptance and participation of young people in the life and functions of the Church	Organise and run with EUD a Youth Advisory in Nov/Dec 2011 at a selected site for the Pan-European Youth Congress to consult, plan and train with the Union youth directors	By December 2011, 30 youth leaders are trained and are committed to develop and implement targets for their fields	PT	£6,000

Objective Reach Across	5-Year Targets Reach Across	Annual Targets Jan – Dec 2011 Reach Across	1-Year KPI	Person(s) Responsible	Cost
	6. Coordinate and promote the activities & functions of the <b>Churches of Refuge (CoR)</b> model of ministry to encourage the growth and spiritual development of the youth segment of the Church membership	Conduct the second international training programme for the Church of Refuge (CORe) at Friedensau in July 2011 in conjunction with the Great Commission Festival	By December 2011, the <i>pilot</i> Churches of Refuge are resourced and new promotional material(s) produced to establish new CORe churches	PT	Relay Christ budget (£3,000)
	7. Follow-up the <b>European Valuegenesis</b> survey, with EUD, by producing a handbook, seminars and written articles highlighting the findings and looking to the way forward in increasing youth involvement and retention	Prepare a study analysis and apply lessons from the European Valuegenesis Survey and disseminate to youth/church leaders and at youth forums	By September 2011, a Valuegenesis Handbook is produced, printed and disseminated to the 7 participating unions and interested parties	PT	tbd
	8. Explore funding opportunities from grant-making agencies (such as EU, local councils and trusts) and identify training resources to support unions/fields in implementing service-learning initiatives to raise awareness and address pressing public issues within local communities that are in harmony with the mission and values of the Adventist Church	Conduct and document a study to establish availability of grants and explore partnerships with fields for training and implementation of projects to provide opportunities for youth at large (Adventists and non Adventists) to be engaged in front line social Christian activities	By November 2011, a study is made and disseminated to fields to explore interest	RK	Department

## List for Advisories/Conferences/Large Events

### 2011

▪ PARL Advisory	21-26 February, Beirut, Lebanon
▪ PKU Pastors' Council	11-17 April, Lahore, Pakistan
▪ Personal Ministries & Sabbath School Advisory	16-22 May, Rogaska, Slovenia
▪ Publishing Advisory	19-23 June, Slovenia
▪ Education Advisory	27-30 June, Friedensau, Germany
▪ Great Commission Festival	18-24 July, Friedensau, Germany
▪ Secretariat Advisory	26-30 August (venue tbd)
▪ MEU Pastors' Council	12-18 September, Cairo, Egypt
▪ Communication & Media Ministries Advisory	22-27 September, Lasko, Slovenia
▪ Ministerial & Adventist Mission Advisory	22-26 September, Lasko, Slovenia
▪ Children's Ministries Advisory	21-25 November, Hoddesdon, UK
▪ Youth Advisory & AMiCUS	27 November – 1 December (venue tbd)
▪ Certified Family Life Educator - CFLE	5-9 December, Hoddesdon, UK

## List for Advisories/Conferences/Large Events

### 2012

<ul style="list-style-type: none"> <li>▪ Women Ministries Advisory</li> </ul>	27 February – 02 March, Hoddesdon , UK
<ul style="list-style-type: none"> <li>▪ Family Ministries Advisory &amp; CFLE</li> </ul>	22-24 April (venue tbd)
<ul style="list-style-type: none"> <li>▪ European Pastors' Council - EPC</li> </ul>	21-26 August, Rogaska, Slovenia
<ul style="list-style-type: none"> <li>▪ Treasurers' Advisory</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Planned Giving &amp; Trust Services Advisory</li> </ul>	
<ul style="list-style-type: none"> <li>▪ ADRA Advisory</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Stewardship Ministries Advisory</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Health Ministries Advisory</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Chaplaincy Advisory</li> </ul>	18-22 March (venue tbd)

### 2013

<ul style="list-style-type: none"> <li>▪ Youth Congress</li> </ul>	August
<ul style="list-style-type: none"> <li>▪ Bible Correspondence School Advisory</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Women Pastors' Council</li> </ul>	

### 2014

<ul style="list-style-type: none"> <li>▪ Pathfinders Camporee</li> </ul>	The Netherlands
<ul style="list-style-type: none"> <li>▪ Teachers' Convention</li> </ul>	