



Seventh-day
Adventist Church™

Papua New Guinea

PNGUM STRATEGIC PLAN 2022-2025





I WILL
GO

Table of Content

ACRONYMS	4
ACKNOWLEDGMENT	5
THE EXECUTIVE SUMMARY	6
STRATEGY HOUSE	7
MANDATE	8
ALIGNMENT FRAMEWORK	9
PERSPECTIVE	10
PERFORMANCE	11
ARENA 1: MISSION	12
STRATEGY 1	13
STRATEGY 2	14
ARENA 2: SERVICE	15
STRATEGY 1	16
STRATEGY 2	17
STRATEGY 3	18
STRATEGY 4	19
ARENA 3: PEOPLE AND CULTURE	20
STRATEGY 1	21
STRATEGY 2	22
STRATEGY 3	23
ARENA 4: WHOLISTIC SUSTAINABLE EMPOWERMENT	24
STRATEGY 1-3	25
STRATEGY 1-3	26
STRATEGY 1-3	27
MONITORING AND EVALUATION PLAN	28
REPORTING FRAMEWORK	28
GOVERNANCE FRAMEWORK	28
MANAGEMENT STRUCTURE	29
GLOSSARY	30
REFERENCE	31

ACRONYMS

ADCOM	Administrative Committee
ADRA	Adventist Development and Relief Agency
CFO	Chief Financial Officer
COVID-19	Corona Virus
FODE	Flexible, Open & Distance Education
GC	General Conference
GPA	Grade Point Average
IEA	International Education Agency
ISCT	Information Systems and Communication Technology
IT	Information Technology
KPI	Key Performance Indicator
LM	Local Mission
M&E	Monitoring and Evaluation
MRI	Mean Rating Index
MSME	Micro Small to Medium Enterprises
PNG	Papua New Guinea
PNGAA	Papua New Guinea Adventist Association
PNGDoE	Papua New Guinea Department of Education
PNGUM	Papua New Guinea Union Mission
PNGUM EXCOM	Papua New Guinea Union Mission Executive Committee
SDA	Seventh-day Adventist Church
SPD	South Pacific Division
TVET	Technical, Vocational Education and Training

ACKNOWLEDGEMENT

This document is the result of a team effort between the Papua New Guinea Union Mission Strategic Planning Team and the wider administrative network of the Seventh-day Adventist Church in PNG. However, without divine providential guidance, this document would not have come this far. Therefore, sincere gratitude and credit goes to the Almighty God, the Master Strategic Leader who has guided the planning process from the initial stage to its completion.

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- Officers of PNGUM from 2016-2020
- The 2021 PNGUM Strategic Planning Team
- PNGUM department directors
- ADRA PNG
- The Administrative teams of Central Papua Conference of Seventh-day Adventists and the nine local missions of the Seventh-day Adventist Church in PNG, as follows: Bougainville Mission, Eastern Highlands Simbu Mission, Madang Manus Mission, Morobe Mission, New Britain New Ireland Mission, Northern & Milne Bay Mission, Sepik Mission, South West Papua Mission and Western Highlands Mission
- The Adventist professionals
- Calvin Dever Director of Programs and Strategic Projects
(South Pacific Division of Seventh-day Adventists)
- Ben Thomas Director of Mission Development
(South Pacific Division of Seventh-day Adventists)

THE EXECUTIVE SUMMARY



Pr Malachi Yani
President - PNGUM

The Seventh-day Adventist Church has been in Papua New Guinea for 113 years since its entrance in 1908. It has contributed immensely to national development through evangelism, education and health. The organisational history of the Church is valuable because it brings to life the value of exploration for learning purposes which T. S. Elliot expresses neatly: We shall not cease from exploration and the end of our exploring will be arriving where we started and know the place for the first time .

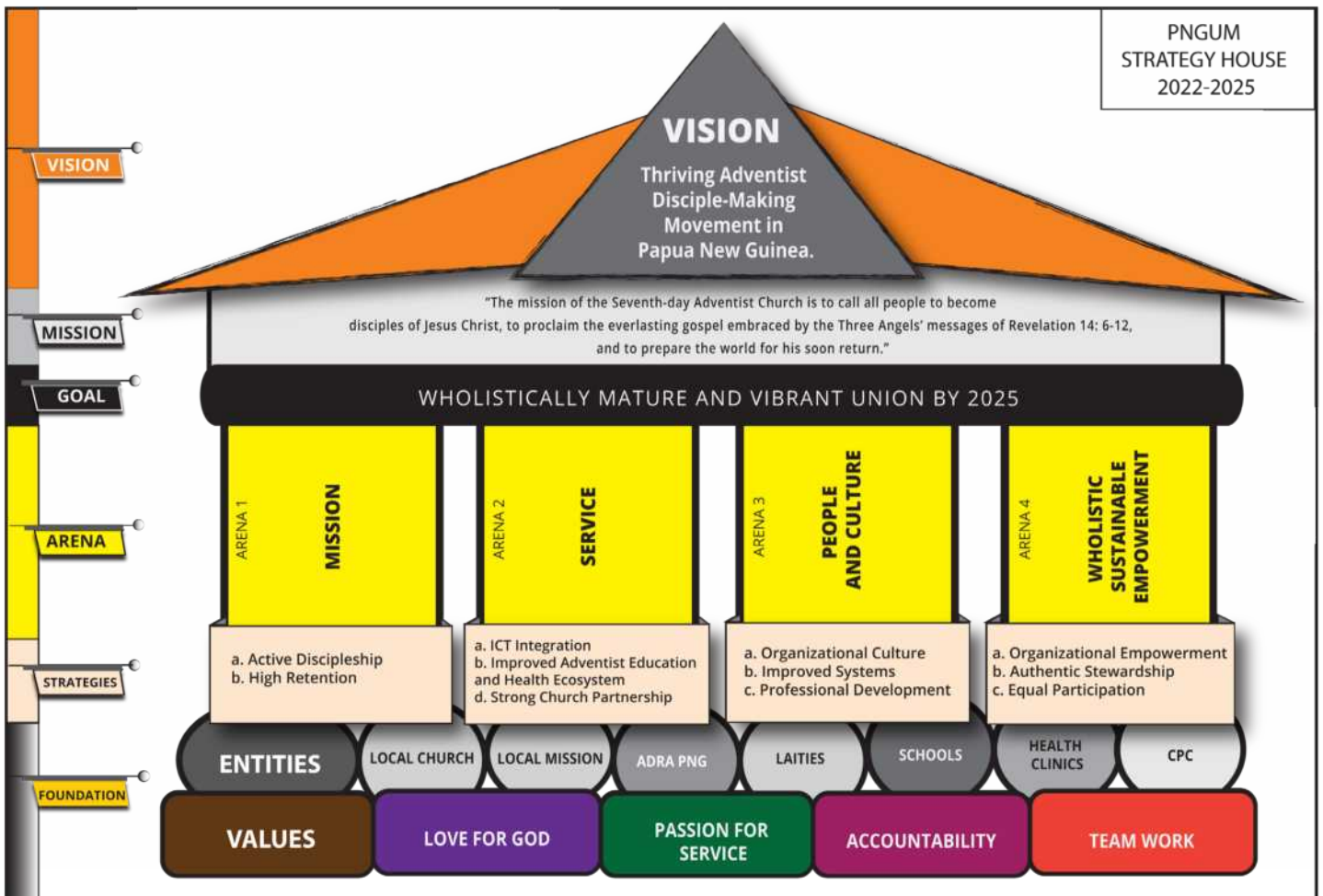
The Church is currently placed in a critical position in terms of the internal challenges revealed by the Survey Commission Report and the external challenges brought on by the current economic crises in the country and the COVID-19 pandemic. It requires God-driven creativity and innovation to position the church to meet the challenges. Therefore, the church is making a paradigm shift that is missionally focused and culturally relevant through the incorporation of team work and cross-pollination of shared knowledge in its Strategic Plan.

With this backdrop, the Strategic Plan 2022-2025 is a blueprint that enables the church to live its dream of being a thriving Adventist movement that will have become wholistically mature and vibrant by 2025. The four Arenas; Mission, Service, People & Culture and Wholistic Sustainable Empowerment are our intentional efforts to continue in ministry and grow in the face of adversity by wholistically touching the lives of people.

The plan integrates the global strategic initiative of the world church with the theme **I Will Go**, which calls for every church-goer to serve humanity. The overarching global initiative is arranged into annual strategic themes that guide the church's planning and implementation processes: 2021 I Will Go and Seek His Will through the power of the Holy Spirit 2022 I Will Go and Empower a Community for Jesus , 2023 I Will Go and Sustain the Community , 2024 I Will Go and Celebrate His Goodness and 2025 I Will Go and Refocus .

The church's national leadership invites the stakeholders within the Church system in PNG and abroad, the public and private sectors and the Non-Governmental Organisations to enter into a partnership with the church in the implementation of the plan.

STRATEGY HOUSE



Papua New Guinea Union Mission has five (5) main annual strategic themes for this quinquennium.

They are:

- 1. 2021 -** I will Go and Seek His Will though the power of the Holy Spirit
- 2. 2022 -** I will Go and Empower a Community for Jesus
- 3. 2023** I will Go and Sustain the Community
- 4. 2024** I will Go and Celebrate His Goodness
- 5. 2025** I will Go and Refocus

The 2021 Strategic theme was devised purposely to guide the planning process while the rest of the themes were designed to guide the implementation processes of our Strategic Plan year by year.

MANDATE

The PNGUM Strategic Plan 2022 –2025 draws its mandate from the Bible, the Executive Committees, the Seventh-day Adventist Church Policy and its related statutory legislations.

Biblical Mandate

The Bible provides ethical and moral guides through its teachings with the Ten Commandments. These biblical laws are universal and provide a general guide to human life, governments and any state that takes the Bible as its moral rule and ethical principle.

The Biblical mandates for this strategic plan are Mathew 28: 19 – 20, Revelation 14: 6 – 12 and John 15: 26, 27. These selected texts call the church to make disciples and witness in the context of the three angels' messages through the empowerment of the Holy Spirit. These are supported by the General Conference Strategic Plan 2020 – 2025, SPD's Strategy House 2020 – 2025, along with the policies of the General Conference and South Pacific Division.

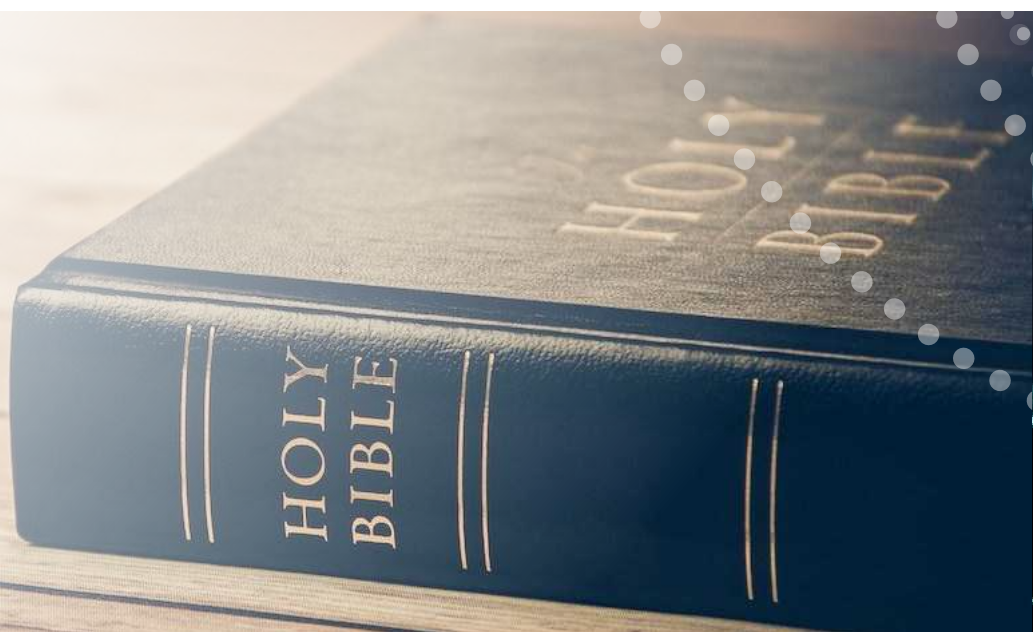
Legal Mandate

The legal context of the church's operation is found in the constitution of PNG with relevant delegated laws that guide, protect and support this document and its operations. As one of the mainline Christian churches of PNG, the Seventh-day Adventist Church is a partner to the Church-State Policy framework which allows the church to be a key development partner.

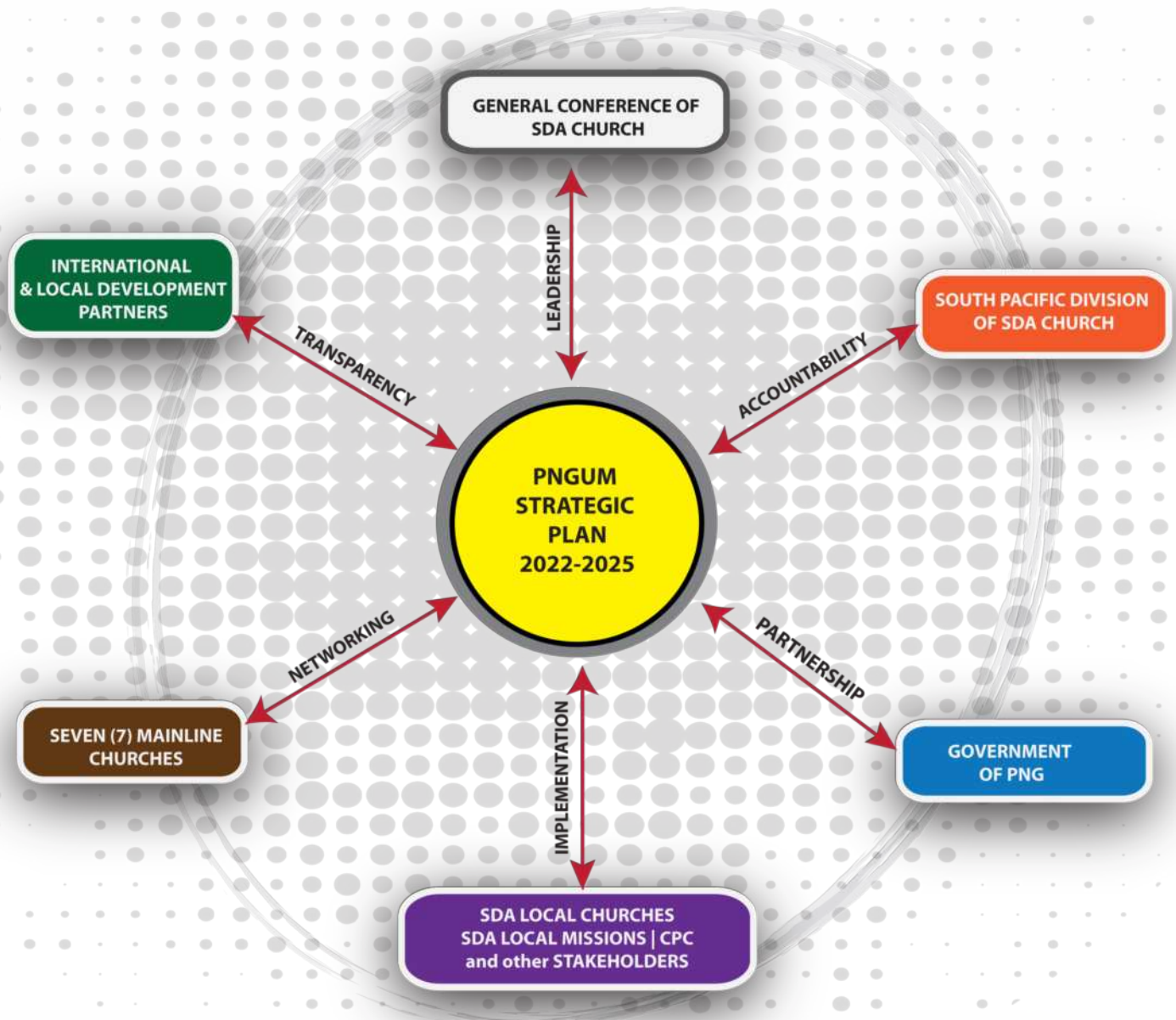
The church provides social services which include, Education, Health Services, Adventist Aviation Services and church institutions with its programs throughout PNG. These services are regulated by the delegated laws within the spirit of the PNG constitution.

Therefore, it has always been the Church's highest priority to maintain compliance with statutory requirements as much as possible.

The PNGUM Strategic Plan 2022–2025 is a balanced document drawing both from the Bible and relevant laws of PNG.



ALIGNMENT FRAMEWORK



PERSPECTIVE

OUR VALUES

LOVE FOR GOD

Amplified through the Word of God on which the Church is founded and guides every aspect of the church's institutional functions.

PASSION FOR SERVICE

Acknowledges the image of God in mankind therefore motivated to go beyond borders and serve with humility in improving lifestyles in all communities.

ACCOUNTABILITY

Governs how we relate to our organisational structure and other development partners within PNG and abroad for effective delivery of services.

TEAMWORK

Our standard of success amidst all diversity.



OUR MISSION

The mission of the Seventh-day Adventist Church is to call all people to become disciples of Jesus Christ, to proclaim the everlasting gospel embraced by the Three Angels' messages of Revelation 14: 6-12, and to prepare the world for his soon return.



OUR VISION

A thriving Adventist movement in Papua New Guinea.



PERFORMANCE

ARENAS FOR PNGUM 2022-2025

The Papua New Guinea Union Mission Strategic Plan has four (4) Arenas. Each arena has strategies that will be tracked and measured by the KPIs expected outcomes and the impacts. These all contribute to the achievement of the PNGUM quinquennium goal – a Wholistically Mature and Vibrant Union – by 2025.

MISSION

To encourage every Church-goer to be active disciple-maker, engaging in soul winning activities.

SERVICE

To demonstrate the love of God and Christ-like care to communities through relevant service-oriented programs and projects in meeting the immediate and long-term needs of people.

PEOPLE & CULTURE

To build and support a team of workers to be efficient, effective and collaborative on the mission of the church.

WHOLISTIC SUSTAINABLE EMPOWERMENT

To empower people and the organization to live wholistic, self-reliant and sustainable lives.



ARENA 1: MISSION

The task of seeking and saving humanity is the core business of God. God initiated this mission right after the fall of man in Eden. He went on searching and calling Adam when he chose to disobey Him. And the LORD God called unto Adam, and said unto him, Where art thou? (Genesis 3:9). God knew his status and went searching for him.

In the New Testament, Jesus continued the same mission of seeking and saving the role His Father initiated. Luke said: For the Son of Man is come to seek and to save that which was lost (Luke 19:10). This was Jesus primary role during His ministry.

God has commanded His church to be actively involved and engaged in the disciple - making movement (Matthew 28:19-20) that Jesus commissioned before going home to His Father. The church is tasked to calling, searching and leading His people back to Himself in preparation for His return. This is the mission of every disciple of Jesus. The calling to gospel ministries are inclusive of all believers:

The Saviour's commission to the disciples included all the believers. It includes all believers in Christ to the end of time. It is a fatal mistake to suppose that all the work of saving souls depends alone on the ordained ministry. All to whom the heavenly inspiration has come are put in trust with the gospel. All who receive the life of Christ are ordained to work for the salvation of their fellow men. For this work of the church was established, and all who take upon themselves its sacred vows are thereby pledged to be co-workers with Christ. i

The Mission Strategy is intended to encourage meaningful involvement of every disciple starting from our children to youth and laities. As Ellen G White states, Those you have youth and strength are to go into the dark places of the earth, to call perishing souls to repentance. ii The gospel ministry is the core business of our church and her institutions.

God calls for consecrated workers who will be true to Him - humble men who see the need of evangelistic work and do not draw back but do each day's work faithfully, relying upon God for help and strength in every emergency. The message is to be taken up by those who love and fear God. Lay not your burden upon any Conference. Go forth, and, as evangelists, in a humble way present a Thus saith the Scriptures. iii

The church is encouraged to own the General Conference theme, I WILL GO by using our spiritual gifts, skills, and resources to engage in intentional disciple-making activities. Certainly, we are the keepers of our brothers!



Strategy 1

Substantially Increase Disciple-makers and disciples across Papua New Guinea

- KPI 1.1** **The number of church-goers participating in making disciples is increased by 5% annually.**
- Expected Outcome:** Number of church-goers participating in discipleship will have increased by 15.232% by 2025.
- Responsible People:** PNGUM president's department and all other departments, CPC and local missions' presidents and all other departments, field pastors and ministers, principals and teachers of institutions and staff of health facilities.
- KPI 1.2** **Annual growth in the number of baptisms by 10% in 2022, 15% in 2023, 20% in 2024 and 25% in 2025.**
- Expected Outcome:** By 2025, the number of baptisms will have increased by 47.30%.
- Responsible People:** PNGUM president's department and all other departments, CPC and local missions' presidents and all other departments, field pastors and ministers, principals and teachers of institutions and staff of health facilities.
- KPI 1.3** **Annual growth of those baptised and are being mentored to become disciples of Jesus: 50% in 2022, 60% in 2023, 70% in 2024 and 80% in 2025.**
- Expected Outcome:** By 2025, the growth in discipleship will have increased by 70.16%.
- Responsible People:** PNGUM president's department and all other departments, CPC and local missions' presidents and all other departments, field pastors and ministers, principals and teachers of institutions and staff of health facilities.



Strategy 2

Substantially reduce the number of people leaving local churches in Papua New Guinea

KPI 2.1 **Annual growth of those being retained in their local churches: 60% in 2022, 70% in 2023, 80% in 2024 and 90% in 2025.**

Expected Outcome: Achieve retention growth by 80.16% in 2025

Responsible People: PNGUM president's department and all other departments, CPC and local missions' presidents and all other departments, field pastors and ministers, principals and teachers of institutions and staff of health facilities.

KPI 2.2 **10% of those baptized and retained are actively participating in their churches annually.**

Expected Outcome: 10% growth by 2025 for those who will have been baptized and retained and participating actively in their local churches.

Responsible People: PNGUM president's department and all other departments, CPC and local missions' presidents and all other departments, field pastors and ministers, principals and teachers of institutions and staff of health facilities.

IMPACT FOR ARENA 1

MORE DISCIPLE-MAKERS OF JESUS ARE MAKING DISCIPLES IN
LOCAL CHURCHES, COMMUNITIES AND INSTITUTIONS



ARENA 2: SERVICE



Christian service has to do with the demonstration of God's love to people around us despite cultural diversity, educational qualifications or age group. God the Father rightfully displayed the essence of service to humanity by sending His only son Jesus Christ to this sinful world and died a cruel death on the cross in order to save the lost (John 3:16-17).

The I WILL GO initiative is a call for practical Christianity. The Seventh-day Adventist Church in Papua New Guinea is encouraged to serve people through its service arm of Health, Education, ICT, Media, ADRA, Adventist Aviation and other service ministries.

During His ministry on earth, Jesus spent more time touching lives through healing than preaching. There are about 37 recorded miracles of Jesus in the New Testament and each of them was people-centered. By far, Jesus became the light even to the Gentile world (Matthew 4:12-16).

The Saviour's work was not restricted to any time and place. His compassion knew no limit. Whenever there were hearts ready to receive His message, He comforted them with the assurance of their Heavenly Father's love.

Service to people is love connecting and hope building. The purpose of this arena is for the Church in PNG to be intentional in connecting with people group in order to bring restoration and healing in Jesus Christ.

Therefore, White (1905) affirmed the way to do it, she said "Christ's method alone will give true success in reaching the people. The Saviour mingled with men as one who desired their good. He showed His sympathy for them, ministered to their needs, and won their confidence. Then He bade them, 'Follow Me.'"^{iv}

The collaboration of the church's service entities with external service partners is appropriately a demonstration of love of God and Christ-like care to communities through relevant service-oriented programs and projects in meeting the immediate and long-term needs of people.

The Lord will give you success in this work, for the gospel is the power of God unto salvation, when it is interwoven with the practical life, when it is lived and practiced. v



Strategy 1

Strengthen capacity of the church and ADRA to effectively engage in responding to the needs of people

KPI 1.1 **Annually, 25% of Local Missions/Conference office staff attend awareness and familiarity training regarding ADRA processes, procedures and opportunities as part of professional development.**

Expected Outcome: 100% of the number of office staff of Local Missions / Conference will have attended the awareness and familiarity trainings on ADRA processes, procedures and opportunities as part of professional development by 2025.

Responsible People: PNGUM treasury department, ADRA PNG and CPC and Local missions treasury departments.

KPI 1.2 **10% annual growth in the number of local churches engaged in church service ministries and sustainable community-based interventions.**

Expected Outcome: By 2025 the number of local churches engaged in church service ministries and sustainable community-based interventions will have increased by 40%.

Responsible People: PNGUM treasury department and other departments, CPC and local missions treasury departments and other departments and ADRA PNG.



Strategy 2

Develop a quality Adventist health ecosystem in PNG that leverages the churches, clinics and schools

KPI 2:1 **Annually, additional 5% of current health facilities are upgraded, renovated and fully staffed with practising Seventh-day Adventist health workers who are registered with the nursing council, in compliance with the National Health Service Standards and the 10,000 Toes initiative.**

Expected Outcome: By 2025, 21.1% of current health facilities will have been upgraded, renovated and fully staffed with practising Seventh-day Adventist health workers who are registered with the nursing council, in compliance with the National Health Service Standards and the 10,000 Toes initiative.

Responsible People: PNGUM treasury and health departments, CPC and local missions' treasury and health departments, field pastors and ministers and health facilities staff.

KPI 2.2 **Five (5) local churches, Seven (7) clinics and Three (3) educational institutions are transformed into Wellness Hubs annually.**

Expected Outcome: 20 local churches, 28 clinics and 12 educational institutions will have been transformed into Wellness Hubs by 2025.

Responsible People: PNGUM treasury and health department, CPC and local missions' treasury and health departments, field pastors and ministers, health facilities staff and principals and teachers.

KPI 2.3 **Conduct a feasibility of establishing an Adventist Hospital in or near Port Moresby that incorporates the concepts of curative and preventative health by 2022.**

Expected Outcome: The new Adventist Hospital in or near Port Moresby that incorporates the concepts of both curative and preventative health will have been constructed by 2025.

Responsible People: PNGUM administration and treasury and health departments and the professionals advisory team.



KPI 3.1 **Annually, three more Seventh-day Adventist high / secondary schools score an MRI of 50 and above and 20% of primary schools score 75 and above on their grade 8 exams.**

Expected Outcome: 80% of Seventh-day Adventist high / secondary schools will have scored an MRI of 50 and above and 80% of primary schools will have scored 75 and above on their grade 8 exams by 2025.

Responsible People: PNGUM treasury and education departments, CPC and local missions education departments and principals of (high/secondary) schools.

KPI 3.2 **Two Adventist high/secondary schools introduce FODE annually.**

Expected Outcome: Eight Adventist high/secondary schools will have introduced FODE by 2025.

Responsible People: PNGUM treasury and education departments, CPC and local missions education departments and principals and teachers of high / secondary schools in CPC and local missions.

KPI 3.3 **Establish one new TVET School every two years.**

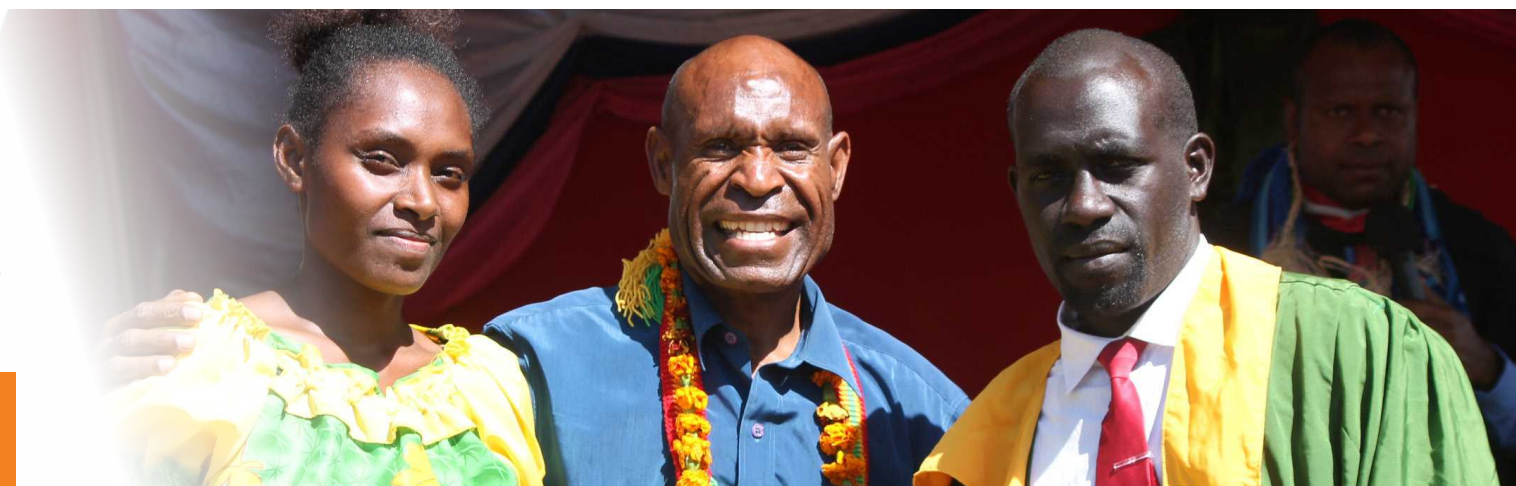
Expected Outcome: Two new TVET Schools will have been built and operating by 2025.

Responsible People: PNGUM treasury and education departments, CPC and local missions education departments.

KPI 3.4 **Establish an IEA-type model school by 2025.**

Expected Outcome: The IEA-type model school will have been built and operating by 2025.

Responsible People: PNGUM treasury and education departments, CPC and local missions education departments.



Strategy 4

Innovative integration of ICT

- KPI 4.1** **Annually, at least two local missions are effectively using e-services in church programs and participating in digital evangelism.**
- Expected Outcome:** Eight (8) local missions will have been using e-services in church programs and participating in digital evangelism by 2025.
- Responsible People:** PNGUM treasury, IT and communication & media departments, local missions and CPC s communication & media departments.
- KPI 4.2** **Annually, two local missions / conference are covered in the rollout of the Adventist Identity initiative in PNG.**
- Expected Outcome:** The Adventist Identity initiative will have been rolled out in all local missions / Conference by 2025.
- Responsible People:** PNGUM treasury, communication & media departments, CPC communication & media department and local missions communication & media departments.
- KPI 4.3** **Three more centers are covered by HopeFM radio per year and arrangements for establishment of Hope Channel TV station are consolidated by 2023.**
- Expected Outcome:** Twelve (12) centers or more will have been covered by HopeFM radio and Hope Channel TV will have been established by 2025.
- Responsible People:** PNGUM treasury, IT and Communication & Media departments, local missions and CPC communication & media departments.
- KPI 4.4** **One computer lab is set up for one school per year to enhance learning.**
- Expected Outcome:** 4 computer labs will have been set up in four schools by 2025.
- Responsible People:** PNGUM treasury, IT and education departments.

IMPACT FOR ARENA 2

MORE PEOPLE ARE LIVING POSITIVE, TRANSFORMED LIFESTYLES THROUGH THE AID OF IMPACT HUMANITARIAN PROGRAMS IN THE AREA OF EDUCATION, HEALTH, ICT AND OTHER SERVICES.

ARENA 3: PEOPLE AND CULTURE

People are a powerful force for change and growth. Thus, the strategic focus of the church is to ensure that its organizational system and corporate culture through its employees are mission-focused. The employees interpersonal relationship will create a platform that is conducive for disciple making.

We affirm that through clearly defined strategies, our employees are shaped to be productive through improved Human Resource Management systems supporting specialization, leadership and general care. This greatly enables the church to effectively implement its programs and services that are transformative and Christ-centered.



KPI 1.1 10% annual growth in the number of employees receiving professional development training and other forms of training.

Expected Outcome: By 2025, 70% of the employees will have received some form of training to help them become productive in their area of work.

Responsible People: PNGUM secretariat & human resource departments, CPC secretariat & human resource departments and local missions secretariat departments.

KPI 1.2 Annually, 100% of the theology graduates who are called into ministry with no field experience are placed in a ministerial intern program.

Expected Outcome: 100% of the theology graduates who have been enlisted in the intern program from 2022–2025 will have been called to fulltime ministry by 2025.

Responsible People: PNGUM secretariat & human resource and ministerial departments, CPC secretariat & human resource and ministerial departments and local missions secretariat and ministerial departments.

KPI 1.3 A succession plan is developed to prepare employees for responsibilities within the church organization by 2022.

Expected Outcome: By 2025, a pool of competitive workers will have been prepared to take on responsibilities in the next quinquennium (2026–2030).

Responsible People: PNGUM secretariat & human resource departments, CPC secretariat and human resource departments and local missions secretariat departments.

Strategy 2

To develop and improve systems

KPI 2.1 **Annually, 100% of employees, from recruitment to retirement, are managed by an improved Human Resource Management system.**

Expected Outcome: 100% of employees will have demonstrated productivity in their area of responsibilities by 2025.

Responsible People: PNGUM secretariat & human resource departments, CPC secretariat & human resource departments and local missions secretariat departments.

KPI 2.2 **10% of the church entities (PNGUM, CPC, 9 LMs, LCs and schools) conduct control and compliance audits annually.**

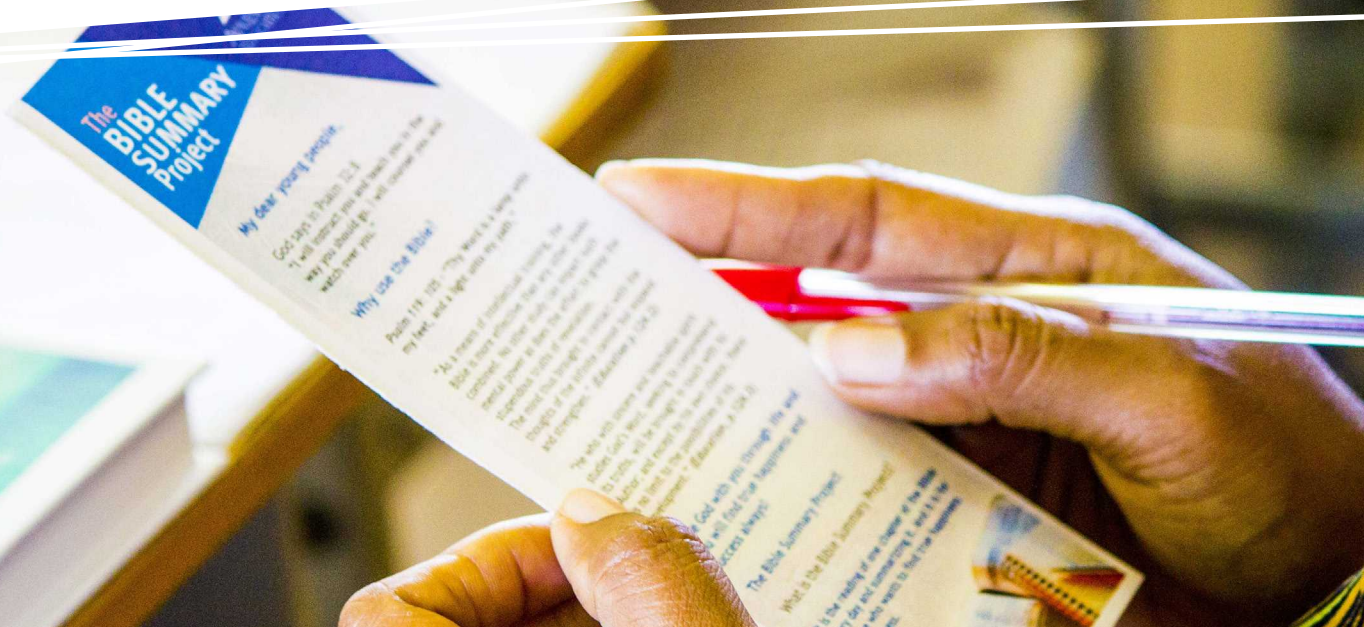
Expected Outcome: By 2025, 50% of the entities for the church will have been involved in the annual control and compliance audits program.

Responsible People: PNGUM secretariat & human resource departments and the president and treasury departments, CPC secretariat & human resource and treasury departments and local missions secretariat and treasury departments, heads of Adventist institutions.

KPI 2.3 Two new policies are created for PNGUM annually.

Expected Outcome: Eight new policies for PNGUM will have been created by 2025.

Responsible People: PNGUM secretariat & human resource departments and CPC secretariat & human resource departments and local missions secretariat departments.



Strategy 3

To build organizational culture

KPI 3.1 **Annually, 10 new graduates from any professional field spend their gap year serving the church as volunteer missionaries for a year before transitting into their specific professional fields.**

Expected Outcome: 40 new graduates from any professional field will have spent their gap year serving the church as volunteer missionaries for a year before transitting into their specific professional fields by 2025.

Responsible People: PNGUM secretariat & human resource departments, CPC secretariat & human resource departments and local missions secretariat departments.

KPI 3.2 **70% of pastors and ministers involve in personal Bible study, visitation and disciple-making every year.**

Expected Outcome: The number of pastors and ministers involved in personal Bible study, visitation and disciple-making will have increased by 100% in 2025.

Responsible People: PNGUM secretariat & human resource departments, CPC secretariat & human resource departments, local missions secretariat departments, pastors and ministers.

KPI 3.3 **Annually, 90% of the church entities are measuring alignment of the organizational culture with the Christian Seventh-day Adventist values.**

Expected Outcome: 100% of church entities will have been measuring alignment of the organizational culture with the Seventh-day Adventist values by 2025.

Responsible People: PNGUM secretariat & human resource departments, CPC secretariat & human resource departments, local missions secretariat departments, heads of Adventist institutions and local church pastors.

IMPACT FOR ARENA 3

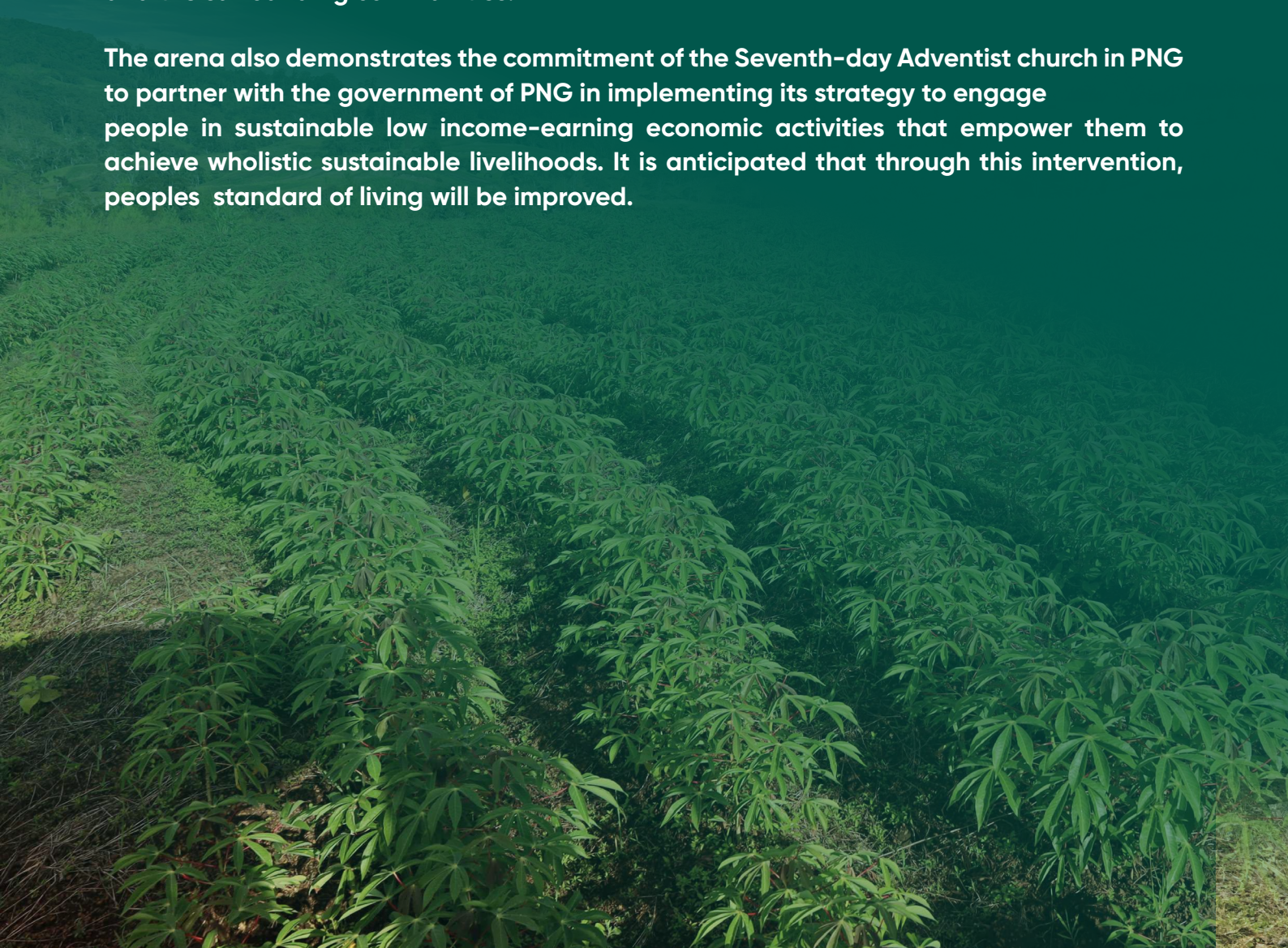
PEOPLE ARE SERVING LIKE CHRIST IN A VIBRANT AND INNOVATIVE ORGANIZATIONAL CULTURE THAT IS COMPATIBLE TO PAPUA NEW GUINEA.

ARENA 4: WHOLISTIC SUSTAINABLE EMPOWERMENT

The long-term sustainability of the Church in Papua New Guinea has been a huge challenge over the years. The membership has been growing at an average rate of 7% annually for the last five years; 30.86% for the whole of the last quinquennium and by 2019, tithe per capita for PNGUM was K205.28 (AUD 79), the lowest in the South Pacific Division. This is a clear indication that the financial growth has not been proportionate with the membership growth, therefore, if PNGUM continues in this same trend into the future, it would not be able to meet the demands presented by the increasing membership trend with its rising needs.

Arena Four is, therefore, the church's response to mitigate this dilemma and is designed to provide a long-term solution for the church in PNG. Wholistic Sustainable Empowerment is a stewardship concept that embarks on the tenets of wholistic empowerment of the church-goers and their surrounding communities. This comprehensive approach includes mental, physical, spiritual, social and economic aspects of the people's wellbeing. The idea is to empower the people wholistically, which will have a rippling effect on the organization and the surrounding communities.

The arena also demonstrates the commitment of the Seventh-day Adventist church in PNG to partner with the government of PNG in implementing its strategy to engage people in sustainable low income-earning economic activities that empower them to achieve wholistic sustainable livelihoods. It is anticipated that through this intervention, people's standard of living will be improved.



Strategy 1

To increase People participation in wholistically sustainable activities

KPI 1.1 **An initial baseline for all Adventist Entrepreneurs in PNG is established in 2022.**

Expected Outcome: A complete and comprehensive baseline for all Adventist entrepreneurs in PNG will have been established by 2025.

Responsible People: PNGUM Treasury and Stewardship departments, CPC and Local Mission treasury and stewardship departments.

KPI 1.2 **Annual growth in the number of church-goers participating in the Stewardship Covenant Revival programs: 50% in 2022, 60% in 2023, 70% in 2024 and 80% in 2025.**

Expected Outcome: The number of church-goers participating in the Stewardship Covenant Revival programs will have increased by 80% in 2025.

Responsible People: PNGUM Treasury and Stewardship departments, CPC and Local Mission treasury and stewardship departments and field pastors and ministers.

KPI 1.3 **1% of church-goers participate in people empowerment trainings every year.**

Expected Outcome: 4% of church-goers will have participated in people empowerment trainings by 2025.

Responsible People: PNGUM Treasury and Stewardship departments, CPC and Local Mission treasury and stewardship departments.

KPI 1.4 **0.5% of church-goers become entrepreneurs each year.**

Expected Outcome: 2% of church-goers will have become entrepreneurs by 2025.

Responsible People: PNGUM Treasury and Stewardship departments, CPC and Local Mission treasury and stewardship departments.



Strategy 2

To empower people to be authentic stewards

- KPI 2.1. **The percentage of the number of church-goers contributing their skills for service in the church annually: 30% in 2022, 40% in 2023, 50% in 2024 and 60% in 2025.**
- Expected Outcome:** 70% of church-goers will have contributed their skills for service in the church by 2025.
- Responsible People:** PNGUM Treasury and Stewardship departments, CPC and Local Mission treasury and stewardship departments and field pastors and ministers.
- KPI 2.2. 30% of the number of church-goers voluntarily contributing their resources for service every year.
- Expected Outcome:** 50% of church-goers will have voluntarily contributed their resources for service by 2025.
- Responsible People:** PNGUM Treasury and Stewardship departments, CPC and Local Mission treasury and stewardship departments and field pastors and ministers.
- KPI 2.3. **Annual increase in tithes and offerings by 5%.**
- Expected Outcome:** Tithes and offerings will have increased by 20% in 2025.
- Responsible People:** PNGUM Treasury and Stewardship departments, CPC and Local Mission treasury and stewardship departments and field pastors and ministers.



KPI 3.1 Two sustainable projects are established annually.

Expected Outcome: 8 sustainable projects will have been established by 2025.

Responsible People: PNGUM Treasury and Stewardship departments, CPC and Local Mission treasury and stewardship departments and field pastors and ministers.

KPI 3.2 5% of local churches establish sustainable healthy communities each year.

Expected Outcome: 20% of local churches will have established sustainable healthy communities by 2025.

Responsible People: PNGUM Treasury and Stewardship departments, CPC and Local Mission treasury and stewardship departments and field pastors and ministers.

KPI 3.3 10% of the land owned by PNGAA are surveyed and necessary ownership formalities are done annually.

Expected Outcome: 30% of the land owned by PNGAA will have been surveyed with necessary ownership formalities done by 2025.

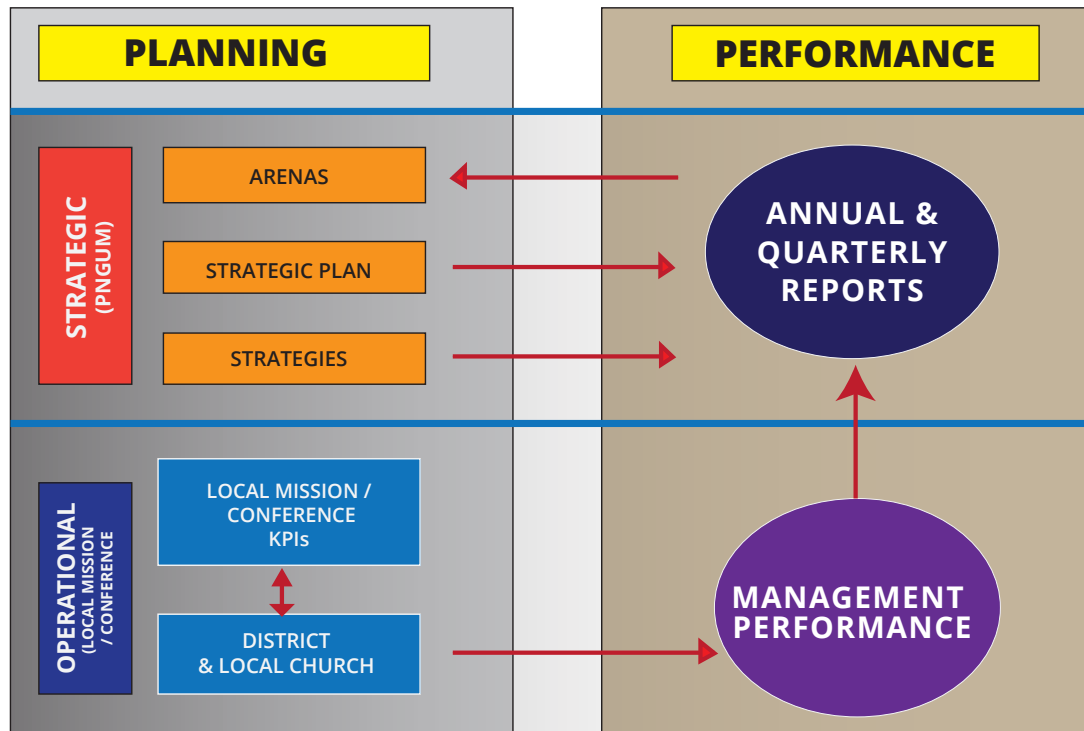
Responsible People: PNGUM treasury, lands and stewardship departments, CPC treasury, lands and stewardship departments and local mission treasury and stewardship departments.

IMPACT FOR ARENA 4

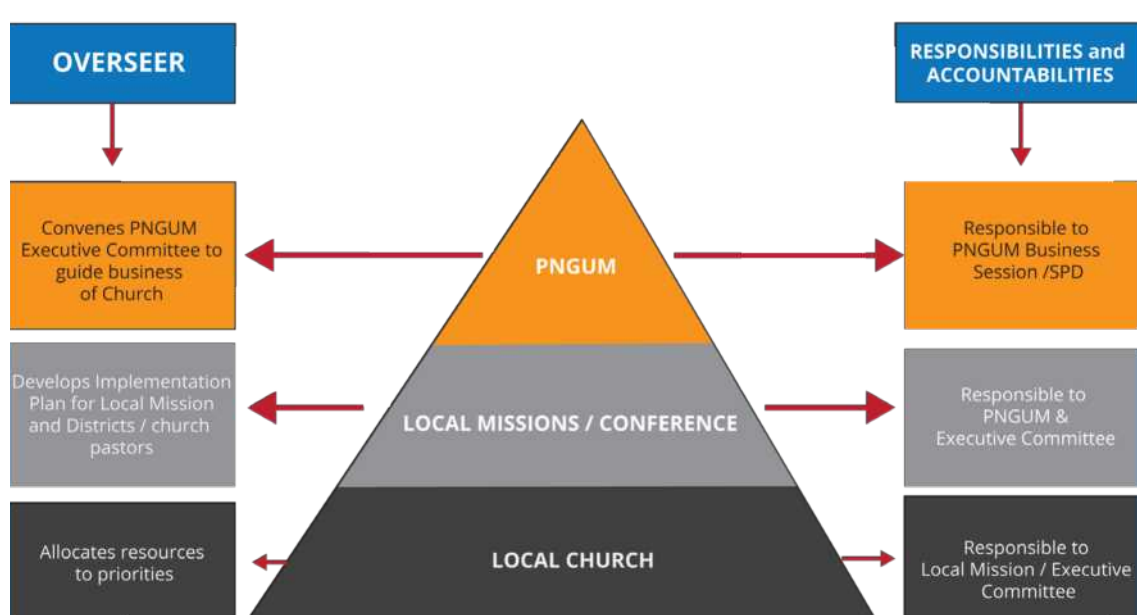
THE PEOPLE ARE LIVING AND PRACTICING WHOLISTIC, SELF-RELIANT AND SUSTAINABLE LIVES WITH A RIPPLING EFFECT ON THE ORGANIZATION

Monitoring and Evaluation Plan

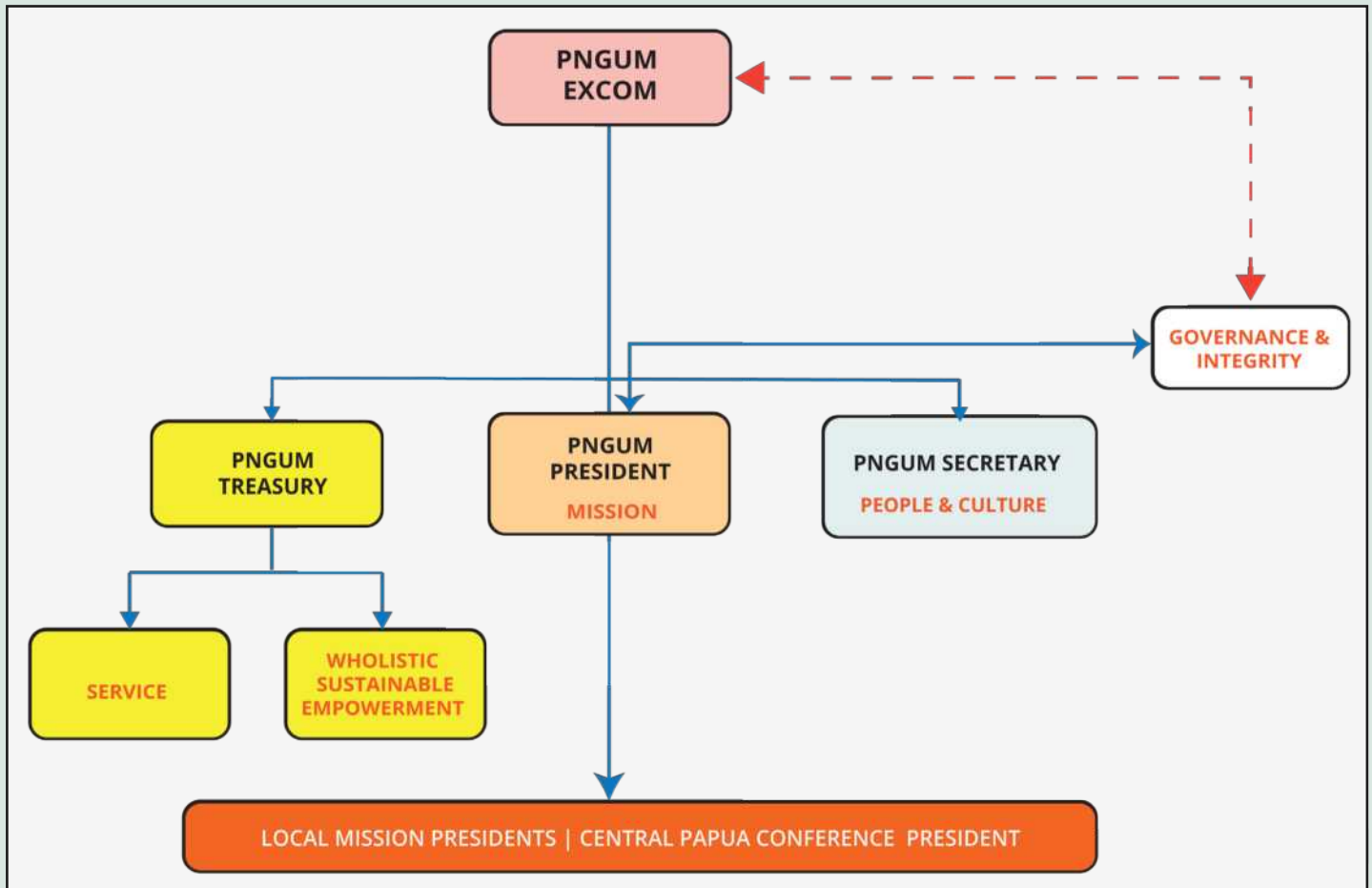
Quarterly & Annual Workplan Reporting Framework



Governance Framework



Management Structure



GLOSSARY

Arenas	are the main overarching objectives of the Church's strategic plan. There are strategies and KPIs built around these objectives to ensure that they are achieved at the end of 2025.
Church-goer	is a term used to describe a believer who attends church every week. A believer can be a baptised member, Sabbath school member, new interest, or a former member who is a child or an adult.
Culture	is the work environment which includes office, schools, field work and other environments where the church employees work and interact with themselves and the public.
General Conference	is the world headquarters of the Seventh-day Adventist church. It operates from Old Colombia Pike, Silver Spring, Maryland, USA.
Steward	is someone who manages and cares for another person's resources.
Conference	is referred to Central Papua Conference which includes NCD and Central Province. It operated as a Local Mission until it gained conference status in 2008 with its own constitution and works under the Union.
Mission	is a word that has several meanings in this document. It can mean the Mission of the church and its strategic plan. It can also mean the local mission which is an administrative entity or the work of the church which is the gospel commission. The immediate context will reveal its meaning.
Wholistic	covers the four aspects of a person – physical, social, mental and spiritual.
Expected Outcome	Refers to anticipated results from key performance indicators. It is a description given for short-term achievement of a program or event.

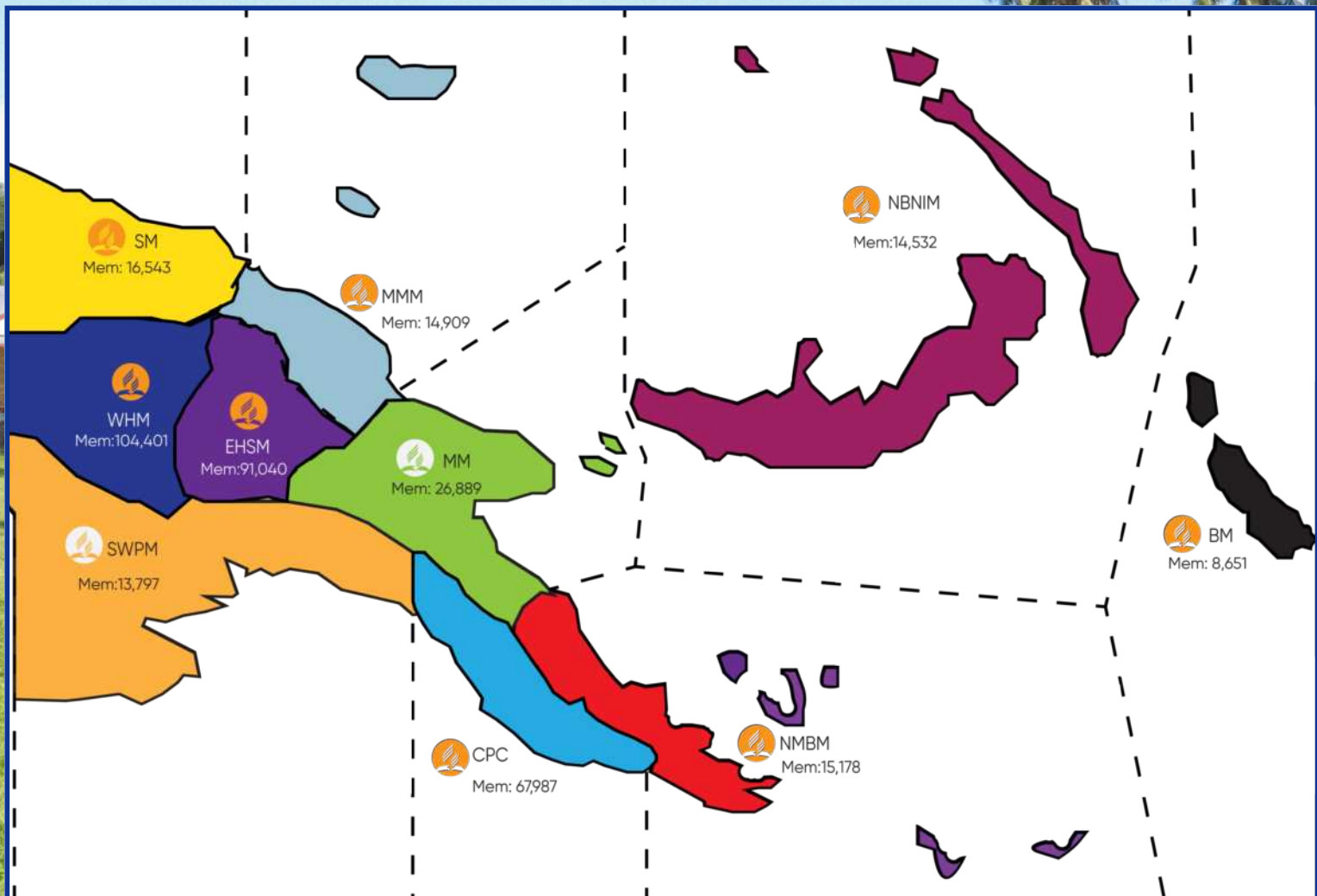
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1. White, Desire of Ages, p. 822
2. White, Gospel Workers, (1915) p. 104
3. White, Letter, pg. (1905) p. 43
4. White, Ministry of Healing. p. 143
5. White, An Appeal for the Medical Missionary College, p.14,15



PAPUA NEW GUINEA UNION MISSION

Churches: 1,073
Company: 3,205
Membership: 373,927



Seventh-day
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