

**SID DRAFT STRATEGIC PLAN DOCUMENT
2016-2020**

REACH UP TO GOD

Objectives	Action Plans	Objective Outcome Indicator (baseline assume 2013 survey data, OR December 2015 reports –TBD))
1. To involve members in daily Bible study	1.1. Promote daily personal Bible study.	Significant increases in the numbers of church members regularly engaging in daily bible study BASELINE: 42% study daily TARGET: 70% study daily Increased provision and widespread use of Bible study aids on mobile devices and social media BASELINE: TBD TARGET: 80% young adult members using electronic Bible study aids more than once/week
	1.2. Encourage formation of small group networks for daily Bible reading and study.	
	1.3. Encourage use of technology to enhance personal devotional life	
2. To engage/consolidate all members in doctrinal study for spiritual maturity	2.1. Facilitate the teaching of fundamental beliefs including prophecy seminars/studies for all eligible age groups.	Significant increase in the understanding and acceptance of the church’s Fundamental Beliefs, and in particular of: A. Salvation by faith B. State of the dead and the power of prayer over witchcraft and spiritualism BASELINE: 85% TARGET:95% C. The church BASELINE: 89% TARGET: 95% D. Imminent Second Coming of Jesus Christ BASE 35% T: 75% E. Creation BASELINE: 80% TARGET: 95% F. Sanctuary/Investigative Judgment BASELINE: 50% T: 80% G. The nature of the Fundamental Beliefs as a whole as Bible-
	2.2. Facilitate programming that involves new converts in the learning and appreciation of fundamental beliefs before they can be baptised.	

		centered doctrines that reflect a loving, gracious God
3. To encourage all members to understand Ellen White’s counsel and prophetic ministry	3.1. Facilitate the accessibility of SOP writings to all.	Increased personal study of the writings of Mrs. E.G. White
	3.2. Facilitate SOP and church heritage seminars.	BASELINE: 18% DAILY TARGET: 50%
	3.3. Promote the Believe His Prophets program.	Significantly increased availability of her writings and of information about her impact and ministry through all possible avenues including via mobile devices and on social media BASELINE : TBD TARGET: 75% of all SID institutions to have library corner/centre TARGET: 50% of all Unions to have a library corner/centre
4. To increase the engagement of church members in biblically authentic spiritual practices	4.1. Promote prayer as a way of life.	Significant increase in numbers of church members reporting regular engagement in prayer:
	4.2. Promote regular reading and reflecting on the life of Christ and other biblical themes.	BASELINE: 53% pray several times a day TARGET: 75% pray several times a day
5. To foster among pastors, teachers, members, and students in denominational institutions, greater appreciation for and insight from a study of Scripture that uses the historical-grammatical method and historicist approach to interpretation, including the understanding of prophecy	5.1. Facilitate the use of church approved Bible interpretation methods in institutions and local churches. (The Historical-grammatical method is a method of interpretation that upholds biblical inspiration and the Historicist approach is a method of interpreting prophecy that recognizes historical, contemporary and future elements of prophecy)	Teaching that inspires students to study more deeply as shown through a systematic examination of how Bible is taught in Adventist schools KPI College Bible classes that successfully build confidence in the Bible as divine revelation, trust in God, and commitment to His mission KPI Seminary and post-seminary training that ensures pastors demonstrate biblical scholarship that is faithful to the unique Seventh-day Adventist understanding of the message and mission of the remnant church

6. To encourage church members to adopt regular patterns of worship	6.1. Promote family worship. 6.2. Encourage regular attendance to mid-week and Sabbath worship services.	Significant increase in numbers of church members reporting regular engagement in: A. Family worship BASELINE: 33% daily TARGET:65% daily B. Corporate worship (Sabbath School/midweek) BASELINE: TBD TARGET: 50%

FINAL DRAFT

REACH IN WITH GOD

Objectives	Action Plans	Objective Outcome Indicator
<p>1. To enhance unity and fellowship among entities, church members and families</p>	1.1. Promote programs that develop/enhance unity and fellowship among people	<p>Cross-cultural understanding and respect ship Survey to measure: A: membership comfort level & sense of respectability Reduction in incidence of reported Pastor/church officer conflict Baseline: TBD Target:</p>
	1.2. Promote team spirit at all levels	
	1.3. Advocate appreciation for cross-cultural unity in diversity	
	1.4. Facilitate the equipping of leaders at all levels with conflict resolution and reconciliation skills	
	1.5. Advocate reduction in irreconcilable differences	
<p>2. To nurture believers in true discipleship</p>	2.1 Facilitate membership audit	<p>Significant increase in unions utilizing the membership software fully including using data to inform on members needing follow up Baseline: TBD Target: 90% Increased church-member involvement in service in the church and community Survey to determine percentage of members involved in initiative in a given time KPI Each division and union has a designated Nurture and Retention coordinator and a Nurture</p>
	2.2. Mainstream discipleship across departments	
	2.3. Reaffirm Fishers of Men	
	2.4. Facilitate the empowerment of members to support the role of organizational structure in accomplishing mission	

		<p>and Retention committee</p> <p>Division conferences held on nurture, retention, and discipling</p> <p>Baseline: TBD Target: 1 annually</p> <p>Evidence that church members around the Division recognize the need for, and support the roles of, organizational structure for the accomplishment of mission. Survey</p> <p>Baseline: TBD Target: 95%</p>
3. To increase the involvement of children and young people in the life of the church	3.1. Advocate the inclusion of young members in decision making at all levels	<p>Increase in proportions of denominational organizations, including local churches, involving young members in:</p> <p>A: Decision-making forums, B: TBD Target 100%</p> <p>B: implementation of programs, B: TBD T: 100%</p>
	3.2. Facilitate child and youth friendly church programming	
	3.3. Advocate the inclusion of young members in leadership position at all levels	
4. To enhance the credibility of, and trust in, the leadership, the church organization, its operations, and mission	4. 1. Facilitate the development of policy guidelines to address board/committee competence and skills mix	<p>Pastors & other church leader are appropriately qualified for their roles</p> <p>Survey evaluation both qualitative and quantitative</p> <p>Church members see their pastor as helping them to use their time and talents in creative ministry & show increase in confidence in all levels of leadership</p>
	4.2. Facilitate the orientation of new leaders and board/committee members at all levels	
	4.3. Facilitate continuing education to church workers at all levels	
	4.4. Promote on the job leadership and administrative training to all church workers	

	4.5. Advocate ethical/moral behaviour among church workers at all levels	All board members, administrators, and employees of institutions understand and embrace their roles in denominational structure and mission Survey All organizations and church members understand strategic mission priorities of the General Conference, their division, union, local conference/mission, institutions, and local church
	4.6. Facilitate the equipping of local church leaders with leadership skills.	
	4.7. Advocate competence and relevance in institutions' programming.	
5. To promote comprehensive health	5.1. Mainstream health in all departments	Improved understanding of and commitment to principles of comprehensive healthful living by church leadership and member Baseline: TBD Target: 100% leadership, ...membership
	5.2. Facilitate the training of members and leaders to embrace a holistic view of Adventist health	
	5.3. Promote healthy lifestyle and programming in all institutions	
6. To promote a culture of faithful stewardship	6.1. Facilitate the mainstreaming of stewardship in all departments at all levels	
	6.2. Promote Christ-centred stewardship at all levels	
7. To ensure that all entities have adequate resources for the facilitation of mission	7.1. Promote faithful tithing	Increase in proportion of members returning tithe faithfully Baseline: TBD Target: Have 50% of all baptised members tithing faithfully by Dec 2019
	7.2. Promote systematic and sacrificial giving	
	7.3. Promote the culture of entrepreneurship/job creation	Increase amount given for free will combined offerings to be equivalent with tithes by Dec 2019
	7.4. Promote increased giving in offerings to match or exceed tithing	
	7.5. Facilitate mobilization of financial resources for Mission to Cities	Increase in proportions of members who are gainfully engaged Baseline: TBD Target:TBD
	7.6. Facilitate mobilization of financial resources for community services	

	7.7. Facilitate the establishment of effective Trust Services structures at all levels	
8. To ensure financial viability, sustainability and accountability in all entities	8.1. Facilitate the production of current financial statements at all levels	Significant increase in the percentage of entities who have annual clean audits consistently Baseline: TBD Target 100%
	8.2. Facilitate the implementation of internal controls at all levels	
	8.3. Facilitate compliancy with auditors' recommendations at all levels	Significant increase in percentage of entities that are financially viable & economically self-reliant Baseline: TBD Target: TBD
	8.4. Promote self-reliance at all levels	
	8.5. Advocate Budget Based Giving (BBG)	
9. To establish adequate and effective organizational structures	9.1. Promote increase in the number of organized churches	Increase in number of organized functional, productive and viable ecclesiastical structures at different levels.
	9.2. Promote increase in the number of conferences	
	9.3. Promote increase the number of unions	
10. To motivate local writers to produce and translate literature relevant to local spiritual needs	10.1. Facilitate the identification and reduction of barriers to local writing and publishing	Significant increase in the proportion of books that are written by SID writes within the church publication outlets Baseline: TBD Target: at least 50% of books distributed in our outlets be by local writers

REACH OUT WITH GOD

Objectives	Action Plans	Objective Outcome Indicator
1. To reach un-entered areas and population groups	1.1. Facilitate the search and penetration of all un-entered areas and population groups	Each Union to have planted church structures (company, house church, church etc) in previously unentered areas (including specific population groups) in its territory Global Mission Centers report to Annual Council each year on approaches to, and progress in, reaching world religions and belief systems
	1.2. Promote recruitment of skilled volunteers to reach respective target groups	
2. To involve all members in personal evangelism	2.1. Encourage processes that help members to identify and develop their spiritual gifts	Increase in proportion of members participating in personal evangelism Survey.
	2.2. Facilitate the mobilization of members to engage in friendship evangelism	
	2.3. Facilitate the reclamation of former and inactive members	
3. To reaffirm Mission to the Cities	3.1. Facilitate felt needs expos	Twenty percent increase, over five years, in total audited membership in urban areas of one million people or more
	3.2. Promote the re-running of Mission to Cities projects in the previously hosting cities	At least one Center of Influence for every 250,000 people in each urban area of one million people or more
	3.3. Encourage Mission to Cities' projects in cities which did not host previously	Improved ratio of membership to population in all urban areas of one million people or more
	3.4. Promote creation of a database of skilled volunteers	Improved ratio of worshipping groups to

		<p>population in all urban areas of one million people or more</p> <p>Institutions actively assisting with mission initiatives in urban areas of one million people or more</p> <p>Regular reports being made at General Conference, division, and union midyear and yearend meetings on progress in reaching the objectives of the “It’s Time” document (2013 AC)</p>
4. To participate in community social responsibility activities	4.1. Facilitate assessment of possibilities in specific geographic areas	<p>Each Union to have reports of ongoing community social responsibility activities at year end meetings</p> <p>Target: twice as many activities as there are conferences within a Union</p>
	4.2. Facilitate the building of capacity of interested Adventist members for specific programs.	
	4.3. Facilitate implementation and reporting	
	4.4. Advocate working relationships with civic and community leaders	
5. To promote comprehensive Evangelism	Encourage impacting different levels of people in communities with holistic programming that addresses their social, physical, spiritual, emotional and financial needs	<p>Every local church has a plan, developed in consultation with its conference/mission, to reach its community using Christ’s method</p> <p>Every local church demonstrates initiative in addressing the variety of mission opportunities in its territory, drawing on the spiritual gifts of all members</p> <p>Survey to determine impact of programs/initiatives in the community</p>

6. To intensify the harvest of souls	6.1. Mobilize each congregation to run at least two reaping campaigns annually	<p>Increase in number of baptism</p> <p>Target: Each union to increase its membership by at least 50% of baseline</p> <p>Baseline: 2015 yearend membership</p>
	6.2. Advocate a minimum requirement of one reaping campaign (event) for each employed officer and director and two for every church pastor annually	
	6.3. Facilitate the training and deployment of lay evangelists from each local congregation to run reaping campaigns (events) annually	
	6.4. Reaffirm the Evangelism Road Map (Cycle of Evangelism)	
	6.5. Facilitate monitoring and evaluation of public evangelism	
7. To incorporate media evangelism	7.1 Promote broadcasting of Adventist programs on national television and radio channels	<p>Have in place Mission-focused social media and mobile device applications designed and widely used by young members</p> <p>Increased coverage/penetration of Adventist programs in various audio/visual media networks</p> <p>Target: Each Union to have at least 1 program in a non-Adventist audio/visual media network in their territory</p>
	7.2 Facilitate the training of pastors to use social media (e.g. WhatsApp, Face Book, etc.) to reach out	
	7.3 Promote outreach services through entity owned websites	
	7.4. Promote increase in the Hope Channel viewership	
	7.5. Facilitate the distribution of the book of the year, tracts and DVDs	
8. To maintain infrastructure	8.1. Facilitate the formulation of maintenance policy guidelines	Well maintained church infrastructure in all entities as determined by local authority infrastructure standards

	8.2. Facilitate the implementation of policy guidelines	Baseline: TBD Target: TBD
9. To maintain fixed assets	9.1. Facilitate the formulation of assets policy guidelines	Fixed assets in organizational entities financial statements meeting their relevant regulation standards for safety and usefulness.
	9.2. Facilitate the implementation of policy guidelines	Baseline: TBD Target: 100%
10. To construct additional infrastructure	10.1. Facilitate needs assessment	Additional relevant infrastructure in place to meet the growing needs as per entities approved strategies and plans
	10.2. Facilitate acquisition of title deeds/99 year leases	

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