



**EVANGELICAL LUTHERAN CHURCH
OF PAPUA NEW GUINEA**



SHARING THE FAITH - BUILDING THE CHURCH
Healthy Family, Healthy Church, Healthy Nation

STRATEGIC PLAN

2021-2030

*Creating a Healthy Church by Sharing the Faith & Building the Church
- Family Focus*

FAMILY FOCUS

EMPOWER - SUPPORT - BUILD LIVES

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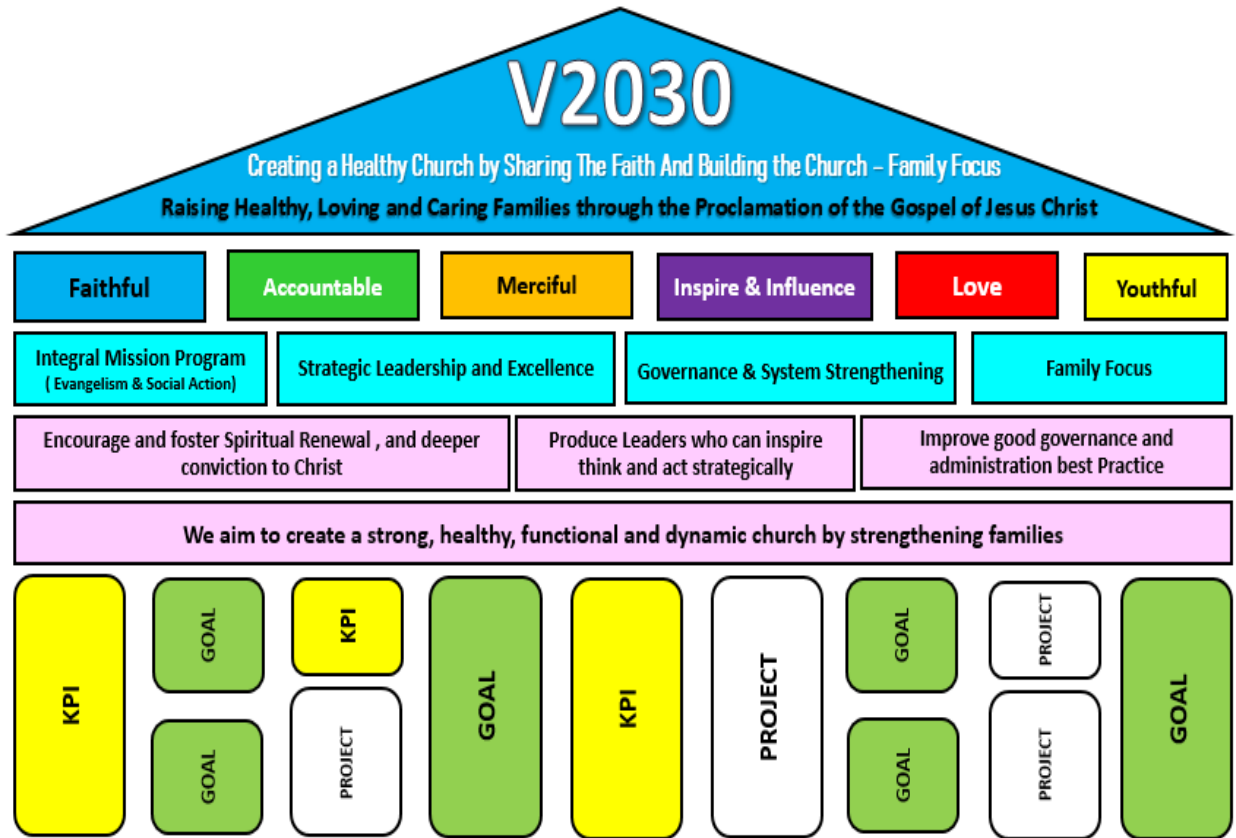
**EVANGELICAL LUTHERAN CHURCH
OF PAPUA NEW GUINEA**



**“As For Me And My Family We Will Serve The Lord”
Joshua 24:15b**

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ELC-PNG VISION 2030



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Acronyms/Abbreviations

ACCROYNM/ABBREVIATION	
AMU	Asset Management Unit
CPP	Church Partnership Program
ECE	Early Childhood Learning
ELC-PNG	Evangelical Lutheran Church of Papua New Guinea
IME	Implementation Monitoring and Evaluation
KPI	Key Performance Indicator
KRA	Key Result Area
LCCB	Lutheran Church College Banz
LDS	Lutheran Development Services
LES	Lutheran Education Services
LHS	Lutheran Health Services
LOPC	Lutheran Overseas Partner Churches
MLS	Martin Luther Seminary
MTD	Ministerial Training Division
SFS	Senior Flierl Seminary (Logaweng)
SMART	Specific Measurable Accurate Reliable Time Bound
V2020	Vision 2020 Strategic Plan
V2030	Vision 2030 Strategic Plan

Head Bishop's Foreword



It gives me great pleasure to write this foreword to Vision 2030 of the Evangelical Lutheran Church of Papua New Guinea.

The vision to revive and rebuild the church began some years back under the concept vision 2020. However due to lack of concrete strategy and time the vision was not achievable. Therefore the Church Council resolved to extend the time for further implementation of the vision to 2030. Based on the council's decision further work was undertaken through the office of the Church Secretary to develop workable strategies to achieve the vision.

The task of developing strategies was undertaken by a group of team under the leadership of the Church Secretary. The team was engaged in the preliminary work of data collection.

Consultations were done at the national office as well as selected districts. Many people, including church leaders, pastors, lay people and members of the church were interviewed. From these interviews and consultations relevant data were collected and write-up was done based on those information collected.

THE AIM OF VISION 2030 IS TO REBUILD AND RESTORE THE CHURCH IN ALL ASPECTS. THE TASK OF RESTORING THE CHURCH MUST BEGIN FROM THE FAMILY UNITS BECAUSE FAMILIES ARE THE BASIC HOUSEHOLD OF GOD. THEREFORE THE FOCUS OF VISION 2030 IS ON FAMILY.

The aim of Vision 2030 is to rebuild and restore the church in all aspects. The task of restoring the church must begin

from the family units because families are the basic household of God. Therefore the focus of vision 2030 is on family. It is the basic social and religious unit of society. In her mission the church has always emphasized the importance of family unit because it is God's institution to fulfill his purpose on earth. We admit that a community emerges from family, a society is made up of families and the church is composed of families. Therefore families are the foundation of human society and the church.

However, today the stability and cohesion of family units are greatly challenged. Many families are disorientated due to new developments and changes in society. Many homes are broken, thus affects family unity and stability. These are obvious challenges which have negative impacts on family. As a result family fellowship, devotion, prayer and worship are dying within many families. Children grow up without proper discipline, without positive values and without Christian teaching and spiritual orientation. This critical problem we are facing in the church and society today moves us to revive the value and the significance of family as God's gift to humanity.

By rekindling family units we desire to minimize many of the social problems we are facing in our society and church today. Therefore, as church, we are compelled by vision 2030 to bring new hope to families as the basic household of God. We are further driven by the vision to respond to the complex social, economic and spiritual issues we are facing in the church today. By strengthening families we aim to create a strong, healthy, functional and dynamic church.

It is my hope to see vision 2030 driving us in our collective desire to strengthen families and rebuild the church so that it can be the church God wants it to be on earth. I encourage every member of the church to take ownership of the vision and contribute to this task of rekindling family units and rebuilding the church for the glory of God.



Rt. Rev. Dr. Jack Urame (PhD)
Head Bishop – The Evangelical Lutheran Church of Papua New Guinea

General Church Secretary's Introduction



ELC-PNG's Vision 2030 promotes "Gutpela Sindaun" in the family, church and the nation.

It is our roadmap and guide to church planning, execution and implementation of programs and activities at all administrative levels of ELC-PNG. We all have a part to play in ensuring this vision reaches every household.

A family in our society, comprises of a father, mother, children and biological relatives. Families will live in harmony in the community when each family member understand his or her responsibilities and uphold good values.

As Christians we are challenged to be good stewards of resources entrusted to us. We must teach and nurture every member of our household to be Faithful, Accountable and Merciful. We must Influence and inspire each other and genuinely love and care for one another. And we must raise god fearing youths who will rise up to be future leaders in our society.

We believe that a strong and healthy family makes up a healthy church and ultimately a strong and healthy nation.

The Evangelical Lutheran Church of Papua New Guinea is committed to working in partnership with the Government of Papua New Guinea, and other development partners through its administrative structures to improve the quality of life for our families. We believe that through proactive cooperation and partnerships, we can address pressing social issues affecting the livelihood of our people, improve education, health services and encourage economic activities in Papua New Guinea.

Let us work together to promote "Gutpela Sindaun" in our families, the church and our nation.

May our good Lord give us the strength and guide us to accomplish this vision.

A handwritten signature in blue ink, which appears to read "Bernard Kaisom". The signature is fluid and cursive.

Bernard Kaisom
General Church Secretary - Evangelical Lutheran Church of Papua New Guinea

Acknowledgements

All Praise, Honor and Glory to God Almighty for his wisdom and guidance, for the many blessings we enjoy, and for the hope of a better tomorrow, offered to us by grace in the gospel of Salvation through Jesus Christ our Savior.

Vision often comes in times of desperation, and is usually birthed out of serious search for God's direction prayerfully.

Development of ELCPNG Vision 2030 Strategic Plan was not an overnight task. It is a result of years of hard work, team work and collaboration by church members across ELC-PNG. A national strategic plan was needed by the church because of change of time and challenges encountered.

One Visionary Leader who envisioned ELC-PNG to be a healthy church was former Head Bishop Dr. Wesley Kigasung. In May 2007, he penned out in a document titled *"Sharing the faith - Building the Church": Re-visioning, Renewing and Revitalizing the Church to be Missional*. The top-down leadership vision from the then Head Bishop of ELC-PNG was accepted and became the vision statement of Vision 2020 Strategic Plan. Our deepest appreciation and gratitude to everyone involved in producing the plan.

We also acknowledge current ELCPNG Church Council and Executives under the leadership of Head Bishop Rt. Rev. Dr. Jack Urame for sharing similar conviction and for advocating and ensuring this vision becomes a reality in the production of Vision 2030 Strategic Plan.

Indeed, sharing the faith involves facilitating for missional collaboration and developing hope filled strategies that not only engages but expands community involvement.

We thank Pastors and leaders across 14 Districts of ELC-PNG, for without your kind hospitality, honest feedback, prayers and support, this would not have been possible.

To the ELC-PNG Program officers, Head of Departments, the youth and church members whom where consulted, we thank you for your humility, patience and sacrifice of time to participate in interviews, and feedback sessions. (Annex 3 & 4)

Finally, and not the least, our sincere appreciation to ELCPNG – Australia Church Partnership Program (CPP) for the financial support in facilitating for the production of this strategic Plan.

Executive Summary

The Evangelical Lutheran Church of Papua New Guinea became an autonomous church in 1976, after being a mission field for many years. A large number of missionaries from Germany, Australia, America and Canada selflessly served in various parts of the country. These missionaries helped trained locals who later worked alongside them as evangelists, pastors and church workers; in addition to teachers and health workers. Others found work in the government and private sector, and contributed significantly in PNG's post-independence years.

With the changes of time, ELC– PNG is challenged to maintain and build on the foundations laid by early Lutheran missionaries and church leaders to become more effective in its mission as an autonomous church.

The need for strategic planning resulted in the formation the first national plan for the church, Vision 2020 (2010-2020). ELC-PNG Strategic Plan Vision 2030 (2021-2030) is an extension of the former plan, with more emphasis on execution and implementation of the plan.

The vision to create a healthy church by sharing the faith and building the church must start at the family level, because families make up congregations. A family must be healthy, educated and financially secured in order to contribute meaningfully to the church, community and society. Hence, strengthening family units is a key focus in the strategic plan.

In order to impact the livelihood of families, the church needs to improve its integral mission programs, ensuring that its evangelism programs addresses pressing social issues and concerns; and that health, education and development services reach families to enhance their quality of life.

Governance systems and processes must be improved within the church structures, at the national office, district, circuit, parish and congregations as well as church institutions for programs to be implemented successfully.

Legal frameworks must be simplified and respected by church members, so that leaders are empowered to make decisions within their level of jurisdiction. For example; the national church council must be empowered to fulfill its intended purpose.

Strategic Leadership is needed in ELC-PNG to drive strategic goals and objectives such as Vision 2030. Whilst it is important to up-skill capacities of current leaders to achieve desired results, ELC-PNG needs to establish specific programs to mentor and groom future leaders of the church. This is an integral function of the Human resource division of the church. It must manage talent and capabilities of the church workforce.

For the church to be self-reliant in funding its mission programs, it is essential that ELC-PNG improves its financial management systems. This would promote accountability and restore trust and confidence with its church members, in their giving to support the church.

ELC-PNG's business arm can maximize its earnings from existing fixed assets to support its operations and mission programs, by employing best business practices and applying sound financial management practices.

Big changes begin by taking small steps. Even the smallest actions in the right direction gives us hope for a better tomorrow. Vision 2030 gives us hope for a better tomorrow. It encourages long term planning for the church. From the national level to the districts, plans must be aligned, so that desired outcomes are achieved. This requires proactive cooperation from all church members and leaders. For it takes leadership to translate this vision into reality.

ELC-PNG Church members must take ownership and drive this vision in their various capacities, whether as a pastor, president, program coordinator, or congregation member, everyone has a part to play in providing leadership and guidance starting in one's own family.

1. INTRODUCTION AND OVERVIEW

Vision 2030 primarily captures implementation and execution strategies to fulfil the vision of ELC- PNG in creating a healthy church by the year 2030 with more focus on the family unit. It expands on the frameworks established under Vision 2020 Strategic Plan.

Vision 2030 emphasizes on four (4) focus areas; Integral Mission Program, Leadership, Governance and System Strengthening; and the Family (Household). Refer Annex: 1. By addressing challenges in these focus areas, this vision can be accomplished.

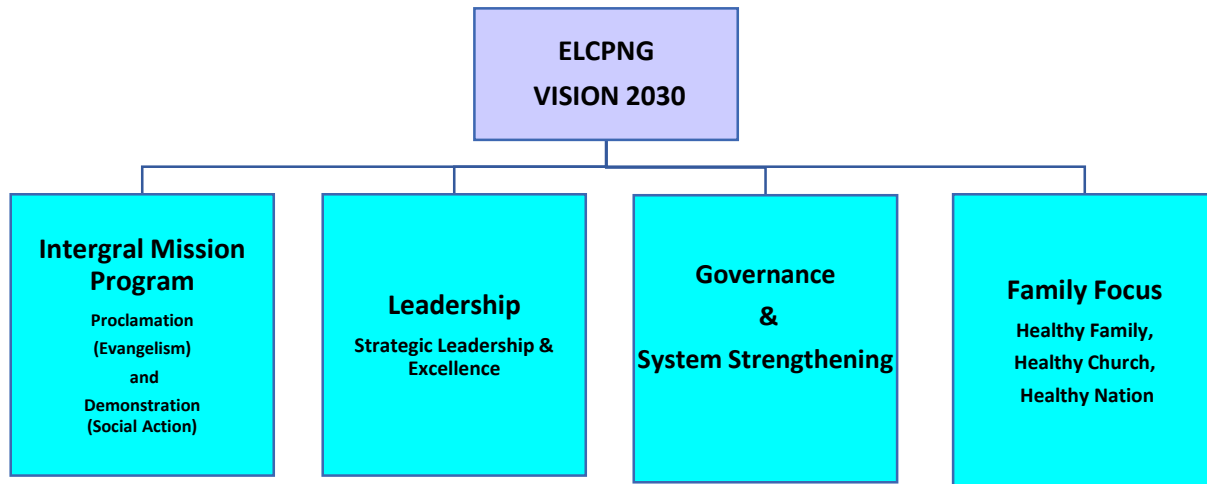


Figure 1: VISION 2030 Strategic Focus Areas

Everyone desires change, and has expectations of how the church as a body of believers and as an institution must function to be considered healthy. Everyone wants change, but no one wants to change first as an individual.

“The fruit of the Spirit is love, joy, peace patience, kindness, goodness, faithfulness, gentleness and self-control” Galatians 5:22-23. Yet bitterness, an unforgiving spirit, anxiety and indifference thrive in our communities.

There is very little difference between Christians and non-Christians regarding addiction, divorce, depression, and volunteerism or giving according to studies. (Hatmaker, 2011)

Pastors and Evangelists are not immune to problems too. In the fast changing world, we are failing to see transformation and the fruits of the spirit in our leaders.

As Christians our faith requires us to develop a personal relationship with God first. Our love for God is expressed in our response towards others in our relationship, conduct and behaviors.

But why start at the family unit? Family is the basic unit of the society. At the family level, one can be taught basic values and expectations of how to live and survive in the world. Family becomes the first community where everyone first learns to interact with others socially.

Families make up communities, the church and the nation. ELC-PNG recognizes the significance of families, because it has a rich history of family led evangelical missions in Papua New Guinea. Further, there are many Pastors, Evangelists and church leaders today whom are second and third generation of early Lutheran faithful's still serving the church.

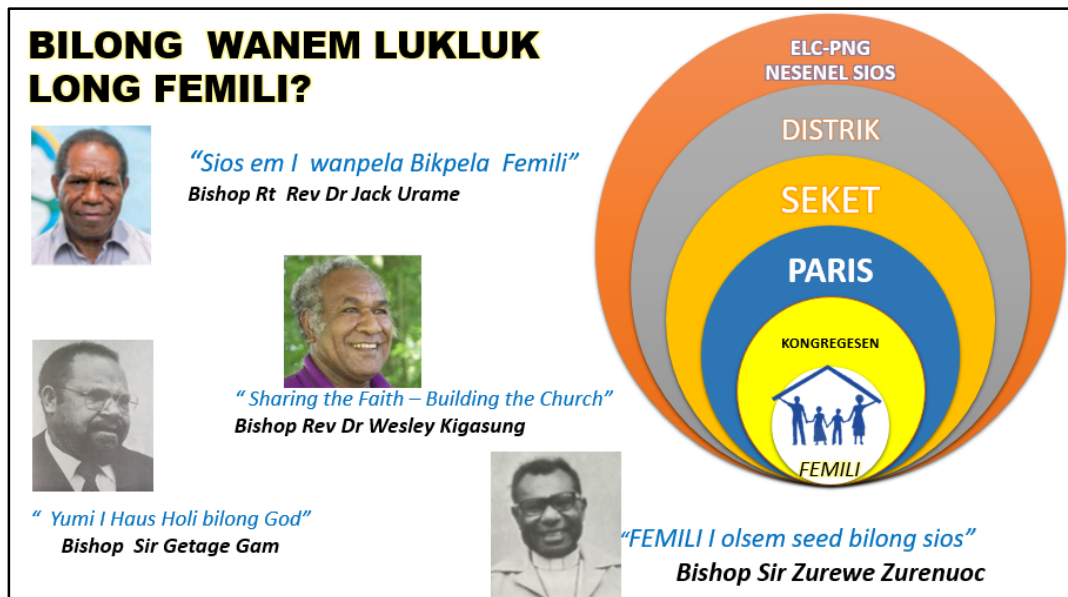


Figure 2: Why Family?

Our mission therefore, is to raise healthy, loving and caring families through the proclamation of the gospel of Jesus Christ. This is an ongoing process as we continuously re-orient our lives, because transformation comes through the knowledge of the gracious will of God.

ELC- PNG will be healthy when individual Christians are empowered by the word of God, and through the leading of the Holy Spirit bestowed the spiritual gifts necessary to carry-out the holistic mission of the church.

Change is achievable if we believe in Change. We must work together, regardless of where we are in the administrative structure of the church and in the various capacities we serve to achieve the vision of the church whilst not losing focus on the universal mission of the church.

2. WHY DOES THE CHURCH NEED A STRATEGIC PLAN?

Strategic Planning is not commonly discussed at the grassroots level, hence it is important to clarify what it is and its benefits. It is also important to highlight the major components of a strategic plan.

2.1 Basic Questions

- **What is strategic Planning?** It is a tool that is used by top level management or executives in an organization to plan for the future, usually ten or more years.
- **Why Strategic Planning?** No one knows what the future will be like. However, visionary leaders think and make plans ahead of in time.
- **What are the major component of a strategic plan?**
A strategic plan has a vision statement, mission, values, and strategic goals. It spells out specific focus, objectives or goals and approaches to reach these goals

Many people find it hard to differentiate between vision and mission. In simple terms, vision is where we want to be at some point in the future whereas mission is about what we do or our purpose of existence. The universal mission of the church is based upon the great commission in Mathew 28:19 – 20. It never changes.

Hence, what is our expectations of the state of Evangelical Lutheran Church of Papua New Guinea by the year 2030? We would like the church to be a healthy church. How will we accomplish that? What will be indicators that will show us that the church is healthy? This strategic Plan is the road map or guide to help us accomplish the vision of the church.

2.2.0 Major Components of a Strategic Plan

These are main parts of a strategic plan: vision statement, mission, values, and strategic goals that spells out specific focus, objectives and approaches to reach these goals

2.2.1 Vision

The Vision of ELC-PNG is creating a Healthy Church by Sharing the Faith and Building the Church - Family Focus.

"Sharing the Faith - Building the Church." is an expressed theme drawn out of the experiences of living and growing with the Word of God and in particular the teachings of Jesus in the Gospels. In all the teachings of Jesus and in particular his instructions to his followers to be witnesses in the world, Jesus is in fact instructing them to live out their faith in their ministry of witnessing. He encouraged his followers to share their faith in building the kingdom, the church. It is out of this enlightening that the theme is used. In fact this theme does not only apply to the sharing of the faith in witnessing to the Gospel, but it also encompasses the other aspect of sharing the faith through the extension of arms and gifts to empower life, to support life, and to build life. In a sense it points us to Luther's teaching on "Faith Active in Love" (Wesley W. Kigasung, 2007)

We would like to see the lives of families transformed by the year 2030. We will work together to ensure families are healthy, educated, and financially secured. In doing so we will build a healthy church and a healthy nation.

2.2.2 Mission

Our Mission is to raise Healthy, Loving and Caring Families through the Proclamation of the Gospel of Jesus Christ.

Our mission is an on-going process of total re-orientation of life through: transformation that comes through the knowledge of the gracious will of God, reconciliation of relationship between God and mankind and empowerment of individual Christians and the whole church through the leading of the Holy Spirit and the bestowing of spiritual gifts necessary to carry-out the holistic mission of the church.

Our Mission is an on-going Process of total re-orientation of Life through:

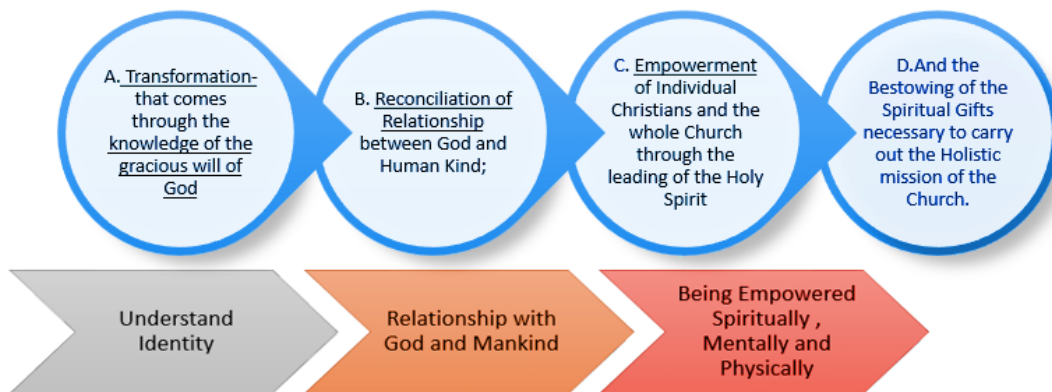


Figure 3: Transformation is an Ongoing Process

This simply means that our lives changes for the better when we first understand our identity and roles personally, in our family units and in a community. We find greater meaning and purpose in life, and realize the importance of building healthy relationship, based on love. We are reminded of God’s unconditional love for mankind and strive to ensure we live reconciled lives with God and with our brethren.

“Jesus said to him,” Love the Lord your God with all your heart, with all your soul and with all your mind. This is the first and greatest commandment. The second is like this; Love your neighbor as yourself” Mathew 22:37-39

The word of God inspires and empowers us through the leading of the Holy Spirit to utilize the spiritual gifts granted to us to carry out the holistic mission of the church.

2.2.3 Values

Values are principles that influence and explain what the Church does and how it does it. We believe these values influence behavior and conduct and are very much important in delivering this vision.



Figure 4: Values in the Acronym of FAMILY

Faithful

Faithfulness comes from a place of Trust and Loyalty. Hebrew 11:1 Luke 16:10

We must be faithful in all matters including building strong relationships with our families, co-workers, community and others so that we continuously impact people's livelihoods. Romans 13:8

Accountable

We must take responsibility of our actions and family lives by making conscious choice in allowing God and others in accomplishing what is right. Romans 14:12, Hebrews 4:13

We will be responsible stewards of time, talent and resources entrusted to us by God. We will be timely in our activities, match talents to task, return high value for resources invested, and respect the integrity of God's creation Job 41:11, 1 Timothy 4:3-5 Mathew 25:29

Merciful

We must be patient, kind and quick to forgive others, including our family members, and co-workers just as God is gracious and merciful to us. Mathew 6:14, 2 Chronicles 30:9b, Psalms 23:6; 2 Corinthians 12:9.

Mercy begins with small acts of understanding which lead to life changing experiences of love

Inspire and Influence

We must encourage and motivate others to be better versions of themselves, to find meaning and purpose of their lives and to relate well with others. We must continuously strive to positively promote good values starting in our own families and those within our sphere of influence so that everyone can live disciplined and transformed lives. Ephesians 6:4, Proverbs 1:7, 2 Timothy 3:16-17

Love

We value love as the most important value to build trust and relationships. Gods' selfless love for humanity (John 3:16) inspires us to love others. As Christians we are commanded to love God and Mankind (Mathew 22:37-39). Love is also the Perfect Bond (Colossians 3:14). Let us love and treat everyone with respect in our families, workplace and the society.

Youthful

May God refresh us and remind us of the freshness, joyfulness, energy and determination of our Youth. We must raise our young people to live Godly and fulfilling lives and sincerely involve them in the church and community and mentor them to become leaders. Job 33:25, Psalms 71:5, 1 Timothy 4:12, Ecclesiastes 11:9-10

3. GOALS, CHALLENGES, POLICIES, & OBJECTIVES

Vision 2030 provides the opportunity for goal alignment to strengthen Church structure, systems and process.

ELC-PNG must address its organizational and institutional issues; Human Resources; strengthen its financial management; improve its legal and governance systems (Annex 2) and review its partnership models. As well as that Leadership skills must be improved at all levels so that policies and programs are executed accordingly to reach households.

3.1 Overall Goal

We aim to create a strong, healthy, functional and dynamic church by strengthening families.

3.2 Challenges & Issues

After 46 years of political independence, Papua New Guinea still faces many challenges as a developing nation. For a land of a thousand tribes and tongues to live in unity as an independent nation is a milestone in the history of the nation.

Even though Papua New Guinea is rich with natural resources, about 40% of the population lives in poverty. Human Rights Watch in its annual World Report (Human Rights Watch, 2021) revealed that the PNG governments' inaction, economic mismanagement and poor resourced health facilities struggled to contain COVID-19 cases, outbreaks of measles including drug resistant Tuberculosis. Child Fund (Child Fund Australia, 2021) reported that overcrowding in housing in the settlements, lack of education, and poor diet are major causes of tuberculosis in the country.

Overall, Integral Mission challenges and issues, lack of strategic leadership; weak governance system and processes, and break down in the family units are the major issues that limit ELC-PNG in fulfilling its mission in the country.

3.2.1 Integral Mission Challenges and Issues

Integral Mission describes the churches mission to meet people's needs in a multi-dimensional way. It is living out faith in action.

Integral Mission Program combines both "Proclamation" which means telling people the gospel (sometimes called evangelism), and "Demonstration" which means showing people what it means to be part of God's Kingdom, such as physically helping others to reduce poverty. It is sometimes called "social action", social involvement because it involves addressing needs in society. The two (2) terms are inseparable in the context of the lives and actions of the people who share it and their relationships with one another. (ELC-PNG, 2010)

ELC-PNG provides education, development services and health services in the country, apart from evangelism programs. Primary Health Care for example is accessed through the church health facilities in some rural and remote areas because church based health facilities have stronger presence than the government.

However, both the Church and Provincial Health Facilities rely heavily on public funding. Further, issues of good governance and funding limitations by the government has impacted the church's ability to maintain and improve primary health care in the country. Poor leadership and weakness in the church administrative structures are also deterrents to necessary social services reaching communities.

3.2.2 Lack of Strategic Leadership

Strategic leadership is lacking in the administrative structures of ELC- PNG. The ability of leaders to think, plan and provide solutions to issues affecting the church at the different levels, is missing. Specifically, at the national and district levels of the church, where appropriate policies are developed and communicated. Lack of competency and skills of church workers results in policies not being understood and implemented accordingly to reach congregations.

There is also lack of spirituality, discipline and respect in the Church. Many leaders have down played the spirituality of the Church down to human reasons and understanding and have allowed secular mind and carnal desires to dictate affairs of the Church. (ELC-PNG, 2010)

More importantly, church leaders do not realize the position of influence, they hold as leaders, regardless of the level of the church administrative structure they are in and the responsibility to promptly address issues accordingly within their jurisdictions. Indecisiveness, procrastination and lack of ownership are also reasons why leaders are not effective in managing for results.

3.2.3 Weak Governance Systems and Processes

Churches in PNG are considered as civil entities that contribute towards good governance in the following areas; public policy and decision making through its participation ; transparency and information sharing through its vast membership networks; Social justice and being rule of law watchdog; enhancing public performance by providing social services; and driving reconciliation and peace building efforts. (Volker Hauck, 2005)

One reason why governance is weak in PNG is due to corruption. In both the government and church, abuse of systems and processes for personal gain is a concern. Officials with poor management skills with no ethical and spiritual values, weaken governance and administration of the offices they hold. In addition, poor legal and financial management processes and systems unfortunately allow mismanagement and corruption to thrive.

3.2.4 Break Down In Family Units

Many social problems arise because there is a breakdown in the family unit. Without parental love, care, protection and upbringing, children become vulnerable members of the community. Many children especially girls who are victims of sexual abuse come from broken homes. (Owa, 2019).

The failure of parents to teach and discipline children in homes results in children being easily influenced by peer groups and exposed to materials that add more to the ongoing violence problem. (Post Courier, 2019). Women and girls are marginalized and threatened in sorcery related violence (Human Rights Watch, 2021).

A survey conducted during ELC-PNG's National Pastors & Evangelists Conference at ELC-Mumeng District indicated that, the top three issues affecting families in the congregations included gambling, drug and alcohol abuse, as well as sorcery related violence. People were not able to get help in their villages because there are few or no social workers in communities to assist families. Pastors and Evangelists who fill in for the role of social workers in marginalized communities are not able to effectively offer assistance and provide spiritual guidance because of issues affecting their livelihood and welfare. Refer Figure 5 below:

1.WANEM BIKPELA HEVI BILONG BILIP MANMERI LONG KONGREGATION/PARISH BILONG YU?

- Pilai kas na Bingo (Gambling)
- Spak brus, hombrew,bia na pasin bilong koros pait (Drug /Alcohol Abuse and related violence)
- Kros pait long pasin blong Sanguma (Sorcery Related Violence)

2.WANEM BIKPLA HEVI BUNGIM YU OLSEM WOKMAN LONG MEKIM WOK?

- Belgut lo stretim sindaun bilong femili (family welfare)

3. WANEM KAIN ROT BILONG HELPIM O BELGUT KONGREGESION I SAVE BEHAINIM NA LUKAUTIM YU?

- Bilip manmeri I givim kaikai lo saptim mi long sampela taim o sampela taim helpim lo wokim gaden
- Taim ofa long Kongrigesen I orait, mi kisim belgut nogat em nogat.

4. YU TING SIOS I MAS WOKIM WANEM ROT LONG :

A. HELPIM WOK BILONG YU ?

- Skruim Save

B. HELPIM SINDAUN BILONG YU?

- Belgut
- Medikol care
- Skul Fi



Figure 5: Key Findings - National Pastor & Evangelist Conference Mumeng- September 2021

3.3 Vision 2030 Policy Goal Areas

Table 1 summarizes the 5 Policy goals in Corporate Sector:

	POLICY GOAL	OVERALL OBJECTIVE	STRATEGIC FOCUS	KEY ACTIVITIES
1	Governance and Administration	To improve Corporate Governance and accountability	Governance and System Strengthening	<ul style="list-style-type: none"> a) ELCPNG Capacity development Plan Targeting Staff at divisional and district level b) Financial Management Policy- a Policy driven budget formulation system linking the budget to priority policy areas of each sector c) Planning and Performance Management Framework,
2	Human Resource Management	Improve Human Resource Management Systems and processes to improve staff Performance Management	Governance and System Strengthening Strategic Leadership and Excellence	<ul style="list-style-type: none"> a) Policy on staff Grading and Classification b) Assess Current key staff competencies c) Review Staff recruitment, termination policies and guidelines
3	Planning and Management Systems	Improve basic program and budget planning to ensure wise use of scarce resources and coordination of activities to achieve desired outcomes	Governance and System Strengthening	<ul style="list-style-type: none"> a) National & District Implementation Plan 2022-2030 b) District Strategic Plans c) National & District Level Planning and Reporting Templates development d) Skills Upgrading in program “Performance Indicators and outcome development” e) Monitoring and Evaluation Capacity Building in program management and reporting
4	Asset Management and Distributions	Improve asset Management and distribution system that will sustain church programs and activities.	Governance and System Strengthening	<ul style="list-style-type: none"> a) Benefit Sharing Development between National and districts on proceeds from assets at the national and district levels b) Develop Policies for development of Church land in districts c) Guideline with specific prerequisites for a church area to be granted district status d) Maintenance of existing structures at district level to accommodate demand for sustainable program management
5	Service Delivery Partnership Agreement (Inclusive Partnership)	Establish Delivery Partnership Agreement with strategic stakeholders to improve ministerial and social service programs at national and district level	Governance and System Strengthening	<ul style="list-style-type: none"> a) Partnership Agreement with Provincial Administrators , DDA's and ELC District; other community based organizations within the localities b) Networking with government agencies and overseas church partners c) Creating conducive environment at district level for improved social and ministerial service delivery

Table 1: Corporate Policy Goal Areas

Table 2 displays objectives and strategies of Policy Goal Areas in programs:

	PROGRAM	OVERALL OBJECTIVE	STRATEGIC FOCUS	KEY ACTIVITIES
1	Ministerial (Good News)	To encourage and foster Spiritual Renewal and deeper devotion to Christ	Integral Mission Program (Evangelism & Social Action)	a) Revision & revitalize the role of the congregations (structures & performance) and enable balance within five purpose of the Church :Worship, Fellowship, Evangelism Discipleship & Ministry in Evangelism Programs b) Ministerial Training –Curriculum development and training of Pastors, Evangelists and church workers to meet needs of the programs
2	Lutheran Development Service (Social Service)	Improve social and economic livelihood of families	Strategic Leadership and Excellence	a) Fostering Partnerships with partners to execute Agriculture and small Infrastructure projects within communities
3	Education (Social Service)	Improve Quality of Education (Universal right to Education)	Strategic Leadership and Excellence	a) Increase access to education for all school aged children with specific emphasis to elementary prep, elementary 1 & 2 in local communities and increased appropriate skill development training for school leavers.
4	Health Services (Social Services)	Improve the Quality of Health Care for our people	Strategic Leadership and Excellence	a) Improve Health Care and accessibility

Table 2: Objectives of Policy Goals in Programs

3.4 Organizational Structure

As part of the setting the foundation (2021-2023) phase or goal, the structure of the church will be reviewed, to determine the best structure that supports the vision and mission of the Evangelical Lutheran Church of Papua New Guinea. When aligned, the structure should improve efficiency, and provides clarity to church workers with respect to their functions and how personnel proactively collaborate with others to achieve results.

Furthermore, a review is essential to determine whether there should be a standardized structure for all districts. Presently, ELC-PNG has Seventeen (17) districts, however, not all districts have similar administrative structures. Some of these districts have circuits, parishes and congregations like Kote and Jabem whilst others only have parishes and congregations. For example; Boana, Mumeng and Siassi District. Papua District on the other hand does not have circuit and parish but only congregations. Similarly, a review of departments at the national level is necessary to ascertain how best vision 2030 can be implemented, and whether this departments should be replicated at the district level etcetera so that goals can be cascaded down to the congregation level.

Currently, only the division of evangelism has program Coordinators at all administrative levels of the church. For example Sunday school program is developed at the national level and is coordinated by Sunday School Coordinators at the district, circuit, and parish; and is run at the congregation level by Sunday School Teachers. Hence the channel of command and communication is clear.

ELC-PNG Church council endorsed for amalgamation of national level departments as far as 2007. This was captured under Vision 2020 [Phase 1-Short Term planning (2008-2010)] and resulted in the reduction of departments from seven to four Departments.

Figure 6 shows ELC-PNG’s current administrative structure, and the four major departments at the national level; namely Ministerial; Corporate Services, Social Services, Support Services and their respective divisions.

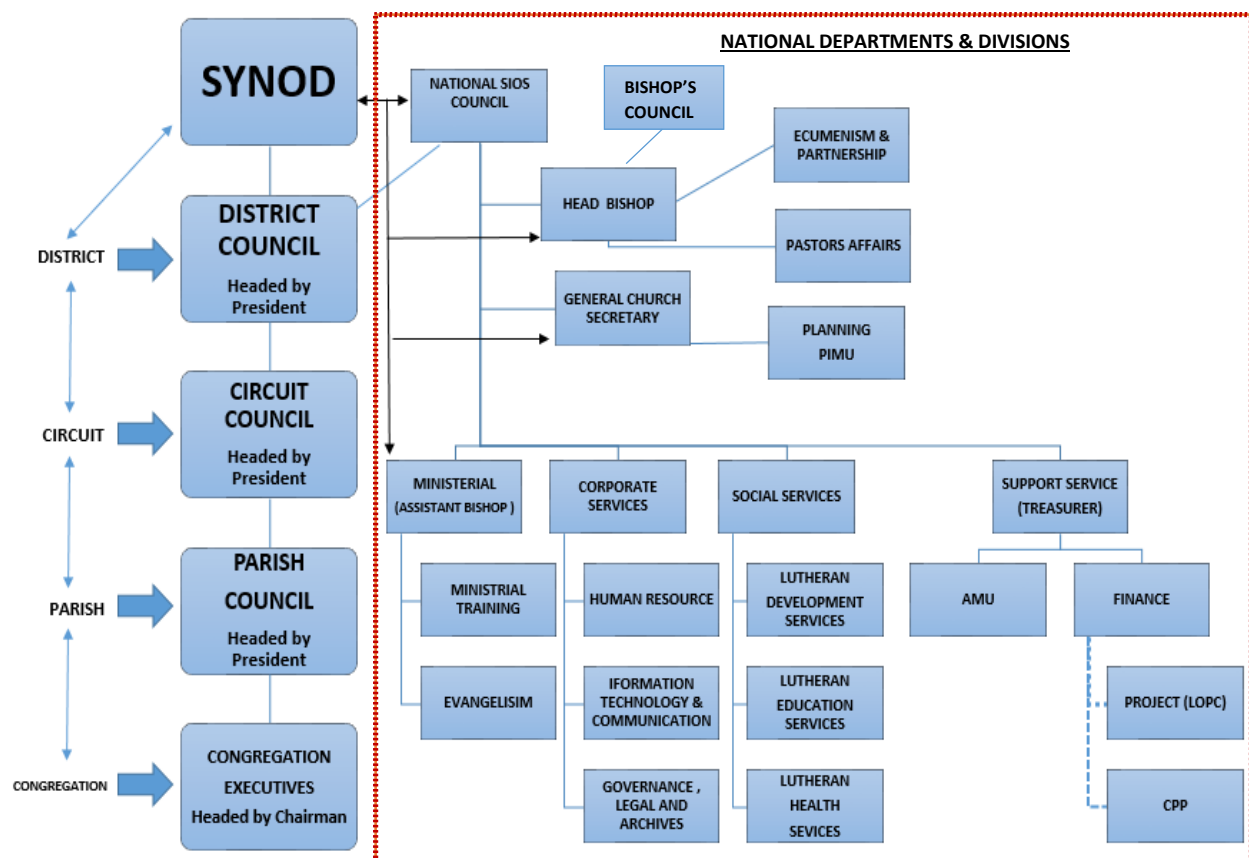


Figure 6: Overview ELC-PNG Administrative Structure, National Departments and Divisions

Notes:

- Departments at the National Level has been reduced from Seven to Four
- The Assistant Bishop is the Head of Ministerial Department.
- The General Church Secretary currently oversees Corporate Services and Social Service Departments in the absence of HOD's
- V2030 will be monitored by proposed division of Planning & Implementation Unit (PIMU) under General Church Secretary's Office as recommended under Vision 2020

4. IMPLEMENTATION STRATEGIES

Implementations is often the most difficult part of the planning process for various reasons. We must also remain alert and flexible to new opportunities as they unfold while working to achieve goals set.

4.1 Implementation Policy & Goal (Phases)

ELC-PNGSP 2021-2030 forms the overall policy framework of the strategic plan of ELC PNG. It builds on policy areas in vision 2020 and aligns with Papua New Guinea National Strategic plan Vision 2050.

V2030 can be implemented successfully through setting SMART goals with clear deadlines.

In order to implement Vision 2030 within the 10 year period, all our Key Result Areas have been allotted into 5 major Goals /Phases: Refer Figure.7 and Table 3

1. SETTING FOUNDATION FOR TRANSFORMATION (2021-2023)- Building capacities and forward planning
2. JOURNEY INTO OUR HOMES (2024-2025): Rollout of programs and activities at congregational level and reaching homes.
3. STRENGTHENING OUR HOMES (2026 -2027): Sustainable Programs and activities at household level
4. SHARING OUR FAITH TO BE MISSIONAL (2028 -2029) : Reaching out to communities
5. REVIEWING OUR JOURNEY (2030): Evaluation of Strategic Plan

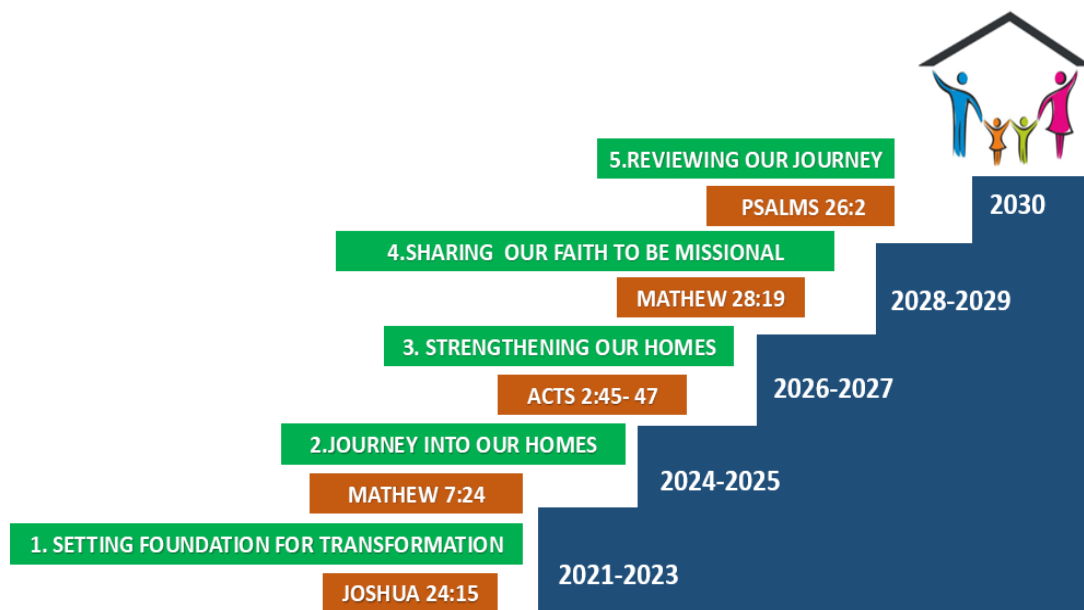


Figure 7: The Five Goals

4.2 Overview Key Result Area

The KRA in the strategic plan can be achieved by setting SMART Goals and defining KPI's.

There are two hundred Six (206) Key Result Areas. This is a progressive tally because most of the KRA's under Goal 1 Setting the Foundation phase (2021-2023) contains general plans that need to be completed by 2023. By end of 2023, these plans will indicate specific goals from 2024 to 2030.

VISION 2030 KRA BY GOALS

	GOAL 1 SETTING FOUNDATION FOR TRANSFORMATION			GOAL 2 JOURNEY INTO OUR HOMES		GOAL 3 STRENGTHENING OUR HOMES		GOAL 4 SHARING OUR FAITH TO BE MISSIONAL		GOAL 5 REMEMBER OUR JOURNEY
DEPARTMENT	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Corporate Services	15	23	7	1		1				
Governance, Legal & ARC		6	4			1				
Human Resources	10	2	1							
IT & Communication	5	15	2	1						
Ministerial	7	38	24							
Evangelism	7	33	19							
Ministerial Training		5	5							
Social Services	2	28	16	3	1	5	2			
LDS (Development)		5	6	2	1	4	2			
LES (Education)	2	14	9	1		1				
LHS (Health)		9	1							
Support Service	3	23	2	3						2
AMJ		12	1	2						2
Finance	3	11	1	1						
Grand Total	27	112	49	7	1	6	2			2
TOTAL KRAs BY GOAL	188			8		8		0		2
TOTAL KRAs	206									

Table 3: Key Result Area by Goals

4.3 Key Result Area Setting the Foundation for Transformation

Under Goals 1 Setting the foundation for transformation (2021-2023), there are 188 KRA's goals in total. Many of which are capacity building and Plans. For example Lutheran development (LDS') Outcome# 13-is to develop small infrastructure plan by 2023. This means by 2023, LDS would have identified specific sites, resources, and funding partners required to roll out specific project plotting in specifically when this can occur between the years 2024 - 2029. The following are Key Result Areas for the first phase 2021 – 2023 for the 4 Departments and the respective divisions.

CORPORATE SERVICES DEPARTMENT

There are 3 Divisions under Corporate; Governance Legal & Archives; Human Resource; and Information Technology & Communication.

I. GOVERNANCE LEGAL & ARCHIVES.

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
2	Recruit an Archivist by 2022 to collect, compile and reproduce old original manuscripts of written documents,			
4	Review ELC PNG Act, Constitution and Bylaws by Jan 2022			
6	Establish Monitoring system to track implementation of Synod and council resolutions by 2022			
7	Review Church Council Committees Terms of References By 2022			
8	Identify Retreat opportunities for District Executives by June 2022			
11	Rollout Good Governance Training to all districts by end of 2022			
1	Coordinate Identification of old church and historical sites for revival through ELCPNG by 2023			
3	Review ELCPNG Governance Structures by 2023			
5	Develop District Governance Guidelines by 2023			
9	Establish Disaster Risk Management Plan for all 17 Districts (Governance/ Risk Management committee) by 2023			

II. DIVISION OF HUMAN RESOURCES

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
1	Job Descriptions for all church positions including institutions by June 2021.	√		
2	Review performance appraisal system by June 2021.	√		
3	Conduct Performance Appraisal for all positions for 2021 by November 2021	√		
4	Conduct Staff Training and Development (Training Needs Analysis on all positions) for 2021.	√		
5	Conduct Staff Training and Development Needs Analysis by December 2021.	√		
7	Review guidelines for church scholarship and present to Church Council by 2021	√		
8	Review leave guideline by December 2021	√		
10	Review Staff education and health assistance scheme by December 2021	√		
11	Review Staff loan assistance scheme by June 2021	√		
12	Development of Church Human Resources Policy (General HR Stia Tok) by December 2021	√		
9	Review Payroll and Salary structures and report to General Church Secretary by June 2022			
13	Review Staff Induction (Handbook) Process by end of 2022			
6	Establish In-house Training courses and schedule for 2023 rollout			

III. (a) DIVISION OF ITC- COMMUNICATION

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
4	Commence Quarterly printing of Niugini Lutheran news bulletin in 2021	✓		
6	Establish yearly schedule to compile annual Church Calendar by 2021	WIP		
1	Develop Plan to maximize use of IT&C in church context by 2022			
2	Develop Plan by 2022 to Set up data communication with 17 districts (i.e.; V-sat for remote districts)			
3	Determine Staff Capacity and communication media available by March 2022 to Capture good stories from ELCPNG.			
5	Establish plan by 2022 to install transmitter stations for Kristen Radio – Voice of the Gospel in the 17 districts of ELCPNG			
7	2022 Yearly Calendar is printed by January 2022			
8	Development of customized radio program contents by 2022			
9	Production of short video clips for YouTube or similar medium by 2022			
11	Develop Gospel media production plan for all 17 districts by 2022			
13	Update ELCPNG Website www.elcpng.org by 2022			
12	Create district data bases for all 17 districts by 2023			

(b) DIVISION OF ITC- INFORMATION TECHNOLOGY

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
2	Re-establish Repair and IT Support System and Process by December 2021	WIP		
3	Review ICT Policy with HR by December 2021	✓		
4	Prepare IT Training Matrix by Nov 2022			
6	Establish Capacity to Support Database by December 2021	WIP		
1	Upgrade Server Service @ Ampo by December 2022			
5	Establish Regular IT session by 2022			
8	Identify Effective Communication Platform to link Ampo to Districts by 2022			
9	Install VSAT @ 2 Rural LHS Hospital in 2022 (Siassi + other)			
10	Establish Live Streaming Support Capacity by 2022			
7	Upgrade Email Service Capacity from 40GB to 1 TB by 2023			

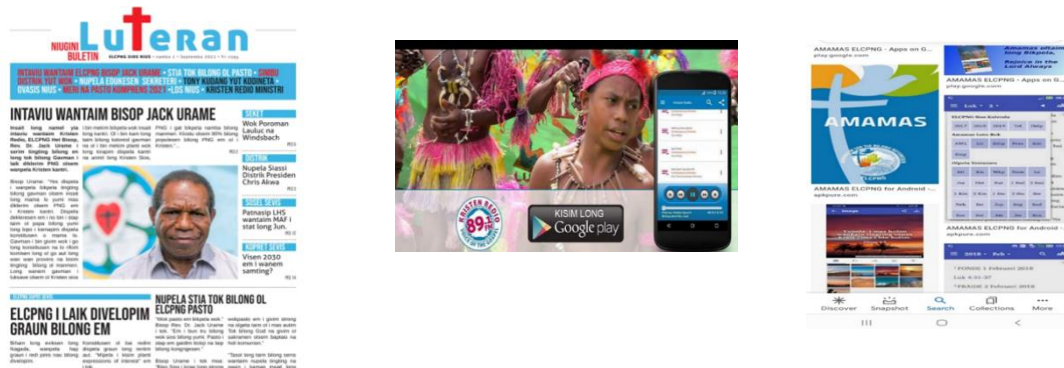


Figure 8: Utilizing Technology to reach People

MINISTERIAL SERVICES DEPARTMENT

Ministerial Department comprises of two divisions: Evangelism and Ministerial Training Division (Wokman Training). The following are under Evangelism:

1. GUTNIUS

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
2	Identify space/ Mode for Theological Discussions by end of 2021	√		
5	Determine total number of congregations in ELCPNG by December 2021	WIP		
10	Prepare Bible Study Materials by December 2021	√		
12	Review Pastors Data and Database System by December 2021	√		
14	Present Pastors' Stia Tok at NPC Mumeng 2021	√		
1	Identify Complimentary programs between Evangelism and Wokman Training by December 2022			
3	Theological Committee to review modes of Theological Discussion by 2022 (outcome 2)			
4	Establish annual theological symposium at Martin Luther Seminary by 2022			
8	Determine by end of 2022 minimum requirements or capacity for Partnership Arrangements between Congregations or Parishes within ELCPNG)			
9	Review Pastor posting System by April 2022			
11	Develop Roll out Plan for Urban Ministry Concept by end of 2022			
15	Establish Pastors' Retirement Benefits Support System by 2022			
17	Write Christmas letter to all pastors and evangelists by December 2022			
18	Establish Men's Ministry Program focusing on developing a "father" by 2022			
19	Establish Bible Translation Partnership with Partners by 2022			
20	Review and Scrutinize Pastor Stia Tok Processes by 2022			
21	Review and Revive Pastors Affairs Office by April 2022			
22	Review and Revive Mission Office by April 2022			
6	Establish at national level congregation statistics for ELCPNG by 2023			
7	Establish Governance Levels for Congregations by June 2023			
13	Establish Pastors & Evangelist Payroll System by 2023			
16	Evangelists to be included in all pastoral outcomes by 2023			

2. SANDE SKUL

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
1	Review Was Long Sipsip Program by 2022			
2	Establish ELCPNG national Sande Skul, Teacher and Coordinator Database System by 2022			
3	Establish Selection Criteria and Pathways for Sunday school Teachers in each Congregation by June 2022			
4	Establish a working Committee of Sunday School Experts to review curriculum by Sept 2022			
5	Determine best mode of communication for each District by end of 2022			
7	Devise Awareness Program plan by 2022			
8	Review available and existing Sunday school Materials by 2022			
6	Review Was long Sipsip Stewardship Program and curriculum by 2023			
9	Review Was long Sipsip Miti Correspondence program by 2023			
10	Review Was long Sipsip Haus Kalabus Program by 2023			

3. YOUTH

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
1	Establish Database System of District Youth Coordinators and TOT by December 2021	WIP		
2	Issue out Standard Statistics Form for District Youth Coordinators to collect Youth Data by Feb 2022			
3	Establish National Youth Database and Systems by 2022			
4	Review 5 Star Training Materials by end of 2022			
5	Conduct TOT Training for ELCPNG Youth by 2023			
6	Improve Finance & Management System by 2023			
7	Review and Strengthen Partnership Agreements by 2023			
8	Establish Youth Development Pathways by 2023			
9	Establish 5 Star Roll out Plan by 2023			
10	Identify Self Reliance and Fundraising Activities by 2023			

4. WOMEN

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
2	Establish communication Systems and Process by end of 2022			
3	Devise Material content for all 6 Pillars by 2022			
4	Translate content into Tok Pisin by 2022			
5	Review ,Revive and standardize Was long Sipsip for Women by 2022 (link to 6 pillar Program			
1	Develop Roll out Plan Hi-5 Meri Program – 6 Pillars in all districts by 2023			

5. SOCIAL CONCERN

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
4	Revive National Social Concern Office by 2021	WIP		
7	Review National Support and coordination of Marriage Counselling Program by 2022			
8	Review and devise plan for Prison Outreach by 2022			
9	Establish standard program for Chaplains for Prison Fellowship by end of 2022			
10	Establish guide for prison visitation by December 2022			
11	Establish guide for House sick visitation in consultation with Haus Sik Chaplains by end 2022			
12	Establish structural coordination for planned visits/ agendas by end of 2022.			
1	Establish Peace and Reconciliation Ministry by 2023			
2	Train One Pastoral Councilor per District by 2023			
3	Review and Revive Social Concern Office in all 17 ELCPNG Districts by 2023			
5	Establish Social Concern Offices at Districts by 2023			
6	Review and Develop Social Concern Programs by 2023			

I. DIVISION OF MINISTERIAL (WOKMAN) TRAINING

The major function of Ministerial Training is providing guidance on curriculum and providing theological training.

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
3	Review and Evaluate (4) Girl Schools Curriculum (more educational) by 2022			
4	Enhance Staff Development program and plan by 2022			
5	Develop Teachers In service Plan and schedule by 2022			
6	Develop Pastors In service Plan and schedule by 2022			
12	Review current curriculum offered at National Evangelist Training College Amron by 2022			
2	Review and Revive Pre Seminary program by end of 2023			
7	Develop 3 Year Infrastructure and development Plan for schools and institutions by 2023			
8	Develop 3 Year Self Sustainable Project Plans for schools and institutions by 2023			
9	Review Governance systems for Schools and Institutions by 2023			
11	Review accreditation status of Lutheran Church College Banz to offer Diploma Programs by 2023			

DEPARTMENT OF SOCIAL SERVICES

There are three divisions under Social Services; Lutheran Development Services (LDS), Lutheran Education Services (LES) and Lutheran Health Services (LHS).

I. DIVISION OF LUTHERAN DEVELOPMENT SERVICES

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
1	Secure partnership in delivering Small Infrastructure Projects by November 2022.			
2	Secure partnership in delivering Yangpela Didiman Projects by November 2022			
14	Establish Monitoring and Evaluation Unit in Corporate Services by 2022			
19	Establish Governing Board for LDS by 2022			
20	Secure partnership in delivering Fisheries Projects by November 2022.			
4	Revitalize LDS to better support YD program to have greater impact in Lutheran communities by January 2023.			
9	Rehabilitation of Cash Crops Production by end of 2023			
13	Develop Small infrastructure Plan by 2023			
16	Rollout Small Scale Pilot Power Generation Projects at selected sites by 2023 (Mini Hydro, Solar, Wind)			
17	Rollout Small Foot bridge project at selected sites by 2023			
18	Rollout small Water Project at selected sites by 2023			

II. DIVISION OF LUTHERAN EDUCATION SERVICES

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
14	In-service of Teachers by 2021	√		
25	Rewrite Citizenship Christian Value Education (CCVE) - Christian Life Studies by 2021	WIP		
3	Establish Database System of all Agency Schools (all districts) by end of 2022			
4	Establish Education Governance Structure and System for all ELCPNG Districts by end of 2022			
9	Establish Appointment Process for Teachers by end of 2022			
10	Collect Agency Fees as of 1st Quarter of 2022			
12	Plan for Creation of TVET Schools by 2022			
13	Plan for Creation of Village Life Schools by 2022			
15	Evaluate Adult Literacy Program and Expansion Plan by 2022			
17	Review/ Create Music Training School Facility by 2022			
18	Revive Juvenile Rehabilitation Centers by 2022			
19	Reintroduce School Based Counselling in all schools by 2022			
22	Identify secondary Schools by 2022 for Faculty of Distance Education (FODE) set up			
24	Schools Learning Improvement Programs (SLIP)			
26	Develop criteria for selection of DLES by 2022			
27	Evaluate Governance Structure by 2022			
1	Develop Early Childhood Learning Program into Lutheran Education Structure by December 2023			
2	Inclusive Early Childhood Curriculum development by December 2023			
5	Develop Selection Criteria and System of students to Agency High Schools by end of 2023			
6	Establish Pilot School of Excellence at Bumayong Lutheran Secondary School by 2023.			
7	Identify established Level 7 or level 8 Lutheran Agency Primary Schools to become Pilot to Junior Day High School by 2023			
8	Negotiate with UOG to establish campus in Balob Teachers College to upgrade primary school Teachers to teach Grade 9 by 2023			
11	Inspection of Agency Schools by 2023			
16	Include Music Curriculum in established ELCPNG Institutions by 2023			
21	Productive Parenting for Child Development (P4CD)			

Outcome 3 Establish Database System of all Agency Schools (all districts) by end of 2022

Activities:

- 3.1 DLES to meet 3 times in 2022 for information sharing.
- 3.2 Compile schools data. This includes teachers, students, infrastructures, etc.
- 3.3 Develop e-database in file

Indicators:

- i. DLES meetings minute documented.
- ii. Schools data compiled by October 2022.
- iii. Schools academic performance in province for 2021 included.
- iv. Establish e-database by October 2022.
- v. Report to November 2022 church council of data



Figure 9: Creation of Database for All Agency Schools

III. DIVISION OF LUTHERAN HEALTH SERVICES

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
1	Review Primary Health Care for Lutheran Health Services in Papua New Guinea By 2022			
2	Prepare Maintenance Plan of rural health facilities by 2022			
3	Review Development Plans by 2022 to upgrade Health Facilities to Level 4 Status (Gaubin, Etep and Yagaum)			
4	Develop Training matrix for staff Capacity Building by March 2022 in close collaboration with HR			
5	Review and improve financial reporting systems for all LHS regions by end 2022			
6	Review Governance structures by December 2022.			
7	Review staff appraisal system by June 2022			
8	Source Donor Agencies to help fund LHS health programs by 2022			
10	Align LHS plan with PNG DoH Plan by 2022			
9	Conduct regular inspections and reporting of all LHS health facilities by 2023			



Figure 10: Mapor Health Centre - ELC Karkar

Outcome 2 Prepare Maintenance Plan of rural health facilities by 2022.

Activities:

- 2.1 Identify all run-down rural health facilities in all 17 districts by October 22
- 2.2 Scope all identified health facilities and compile material list
- 2.3 Obtain quotes of the material list from three suppliers.
- 2.4 Source funding and start maintenance work of rural health facilities beginning January 2023.

Indicators:

- i. A list of all run-down rural health facilities is available by October 2022
- ii. Scoping is completed with material list available for identified facilities.
- iii. Quotes are obtained ready from three suppliers.
- iv. Maintenance is commences by January 2023



DEPARTMENT OF SUPPORT SERVICES

There are two divisions under Support Service – Asset Management Unit and Finance. LOPC and CPP are partners who work in close collaboration with the department

I. ASSET MANAGEMENT UNIT

OUTCOME	OUTCOME DETAILS	2021	2022	2023
1	Establish a Registry System of all church land on government lease by end of 2022			
2	Develop annual Income budget by September 2022			
5	Develop Plan to utilize church land program for income generation by 2022.			
7	Devise plan to Increase annual church revenue through assets by 2022			
8	Devise Maintenance Plan for Church properties for income generation by 2022			
9	Collaborate with LDS and devise plan to utilize of land for cash crops by 2022			
10	Reviving Church Publishing and Printer - Perform Financial and Economic Analysis if Publishing and Printing is viable and sustainable in house by 2022			
11	Create Fixed Assets Register for ELCPNG by 2022			
12	AMU to devise plan to facilitate/ collaborate with each District to establish new offices or properties by 2022			
14	Develop Maintenance Plan of Training Institutions facilities by 2022			
15	Develop Maintenance Plan of Church Workman Residential Facilities by 2022			
16	Link ELCPNG day offer to strategic Mission Fields in close collaboration with Evangelism by end of 2022.			
17	Coordinate with districts on opportunities (AMU) by 2023			

II. FINANCE

OUTCOME #	OUTCOME DETAILS	2021	2022	2023
6	Ensure External Annual Auditing of church accounts are done as of 2021	TBC		
3	Develop annual expenditure budget by September 2022			
4	Produce monthly finance expense reports in 2022			
5	Ensure proper compliance to financial practices using General Accounting standards by 2022			
8	Review and develop Finance Policy by 2022			
9	Training of Districts Finance Personnel by 2022			
1	Review Job description of all Finance Staff by end of 2021	TBC		
6	Ensure External Annual Auditing of church accounts for prior years 2020 YTD are completed in 2021	TBC		
3	Develop annual expenditure budget by September 2022			
4	Produce monthly finance expense reports in 2022			
5	Ensure proper compliance to financial practices using General Accounting standards by 2022			
7	Review and develop Finance Policy by 2022			
8	Establish Skills Training Plan for District Finance Personal by 2022			
10	Establish key competency for National Finance staff by June 2022			
9	Roll out Training of Districts Finance Personnel by 2023			

4.4 Financing Strategies

Strategic Planning and Budgeting are two integral components of achieving Vision 2030. The direction is shown in the strategic plan whilst the budget provides the resources to implement the plan. The following are financing strategies for ELC-PNG to drive vision 2030 per department

- ELC-PNG under the Office of the General Church Secretary will pick up administration and personnel costs of Planning and Implementation of the Strategic Plan
- ELC-PNG Annual Budgets to reflect prioritization of goals as outlined in strategic plan and in alignment with the vision and mission of the church
- Support Service (AMU) to strategically establish development proposals and Capital Expenditure Budgets through AMU to support general finance and Strategic plan.
- Cost savings can be realized by determining effectiveness of ministerial programs, activities at the setting the foundation stage (2021-2023) and aligning with overall strategic goals.
- The Church intends to work with development partners, and traditional partners to build its capacity in terms of Human Resource Development and Skill Enhancement to provide development service, quality education and health services.



Figure 11: AMU KRA's aimed at maximizing income from existing Fixed Assets

5.0 MONITORING AND EVALUATIONS

The Monitoring and Evaluation Framework of ELCPNGSP 2021 - 2030 is an integral control component of the plan.

5.1. Monitoring Team

The General Church Secretary will oversee the implementation of the overall strategic plan through its Planning Unit Division. A Project Leader will manage Two V2030 Program Supervisors who will be responsible to supervise, guide and drive implementation and monitoring processes of the strategic plan.

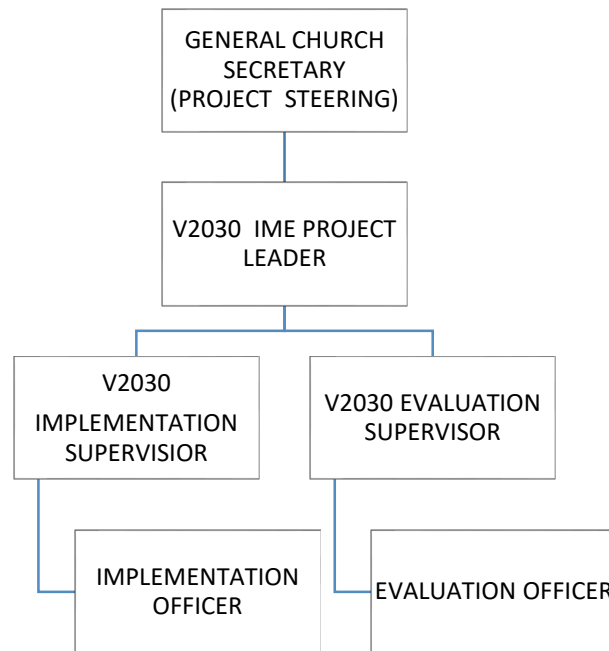


Figure 12: V2030 IME Personnel

5.2. Monitoring Mechanism

Monitoring and reporting will be in relation to Key Performance Indicators, set by respective Head of Departments of ELC-PNG at the national level and cascaded to the districts, circuits; parishes and congregation levels. This can be visible in the Ministerial department, where programs are developed at the national level and implemented at the congregational level, in the actual running of the program. For example; Was Long Sipsip Curriculum for Sunday school will require revision in the year 2022. Necessary Changes will be communicated through the administrative levels, with actual implementation of changes happening at the congregation level by 2023.

Furthermore direction must be provided in the church structures to ensure goals are cascaded down to the congregation and reaching family.

Monitoring and evaluation will be conducted annually and by five 5 phases in line with the defined KPI's and outcomes.

Detailed monitoring and evaluation processes will be in place in setting the foundation phase of the strategic planning process. Overall and in summary, by setting SMART goals, and KPI's Reviews will be done annually, after and every phase and at the end of the ten year period.

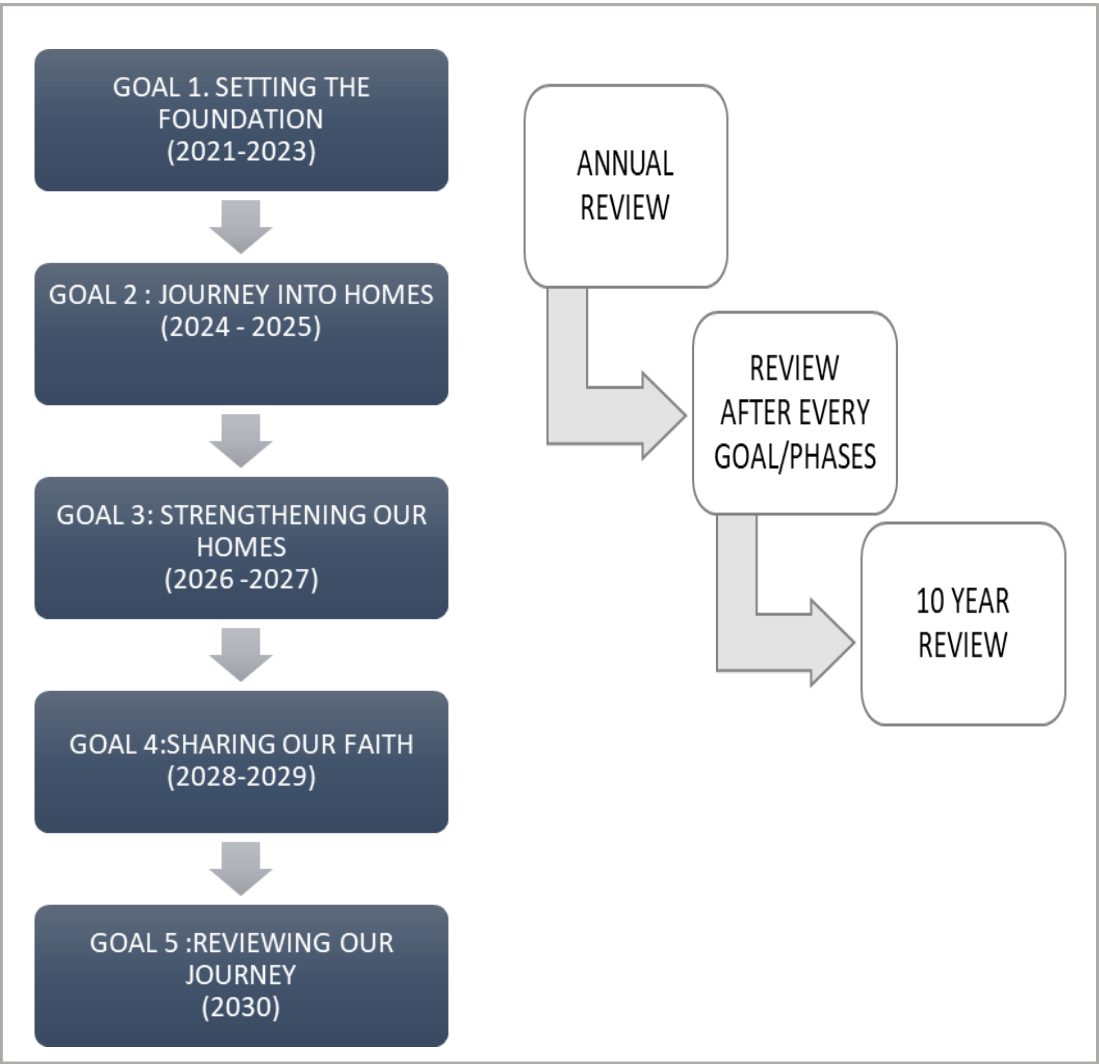


Figure 13: Monitoring & Evaluation Strategy

6.0 RISK MANAGEMENT APPROACH

The Risk Management Framework Model of ELCPNGSP 2021 - 2030 follows the four step process of risk management; Identification of Risks; Assessment of Risks, Control and Monitoring.

1. IDENTIFICATION

- What are the Risks?

2. ASSESSMENT

- What is the likelihood of the risk occurring?
- How severe will the risk be?

4. MONITORING

- Has situation changed?
- Are there any new risks emerging?

3. CONTROL

- What can we do to reduce impact of Risk?



Figure 14: Risk Management Process

Detailed Risk analysis will be done within the setting the Foundation phase and completed by year 2023 using a risk matrix such as illustrated below in Table 4 below. Once the risks have been identified and actions plans derived, prompt action will be taken where appropriate.

		SEVERITY		
		1	2	3
LIKELIHOOD	1	LOW -1-	LOW -2-	MEDIUM -3-
	2	LOW -2-	MEDIUM -4-	HIGH -6-
	3	MEDIUM -3-	HIGH -6-	HIGH -9-

Table 4: Risk Matrix

Annex 1: Theological Statement on Family - Office of the Bishop



Rt. Rev. Dr. Jack Urame
Head Bishop
urame.emmai@gmail.com

EVANGELICAL LUTHERAN CHURCH OF PAPUA NEW GUINEA

OFFICE OF THE BISHOP

HEAD OFFICE: P.O. Box 80, Lae, Morobe Province, Papua New Guinea
Phone: 4723711, Direct Line 4728057, Facsimile: 4721056,
Email: bishop@elcpng.org

January 2022

Theological Statement on Family

Joshua 24:15

“But as for me and my household we will serve the Lord”

“Mi na family bilong mi bai mipela lotu long bikpela tasol”

We are members of the Evangelical Lutheran Church of Papua New Guinea. We are church in mission, called by God to be witnesses of Christ in a broken world torn apart by so much injustice and inequality which contribute to human suffering.

From 9th to 15th January 2022 we have come together in Port Moresby, the capital of Papua New Guinea, for our 33rd synod hosted by Papua District. During the synod we were guided by the theme: *“But as for me and my household we will serve the Lord”* from Joshua 24:15. The theme was chosen to rekindle the importance of family because the household which God instituted in the beginning of creation is disintegrating in the face of dramatic societal change.

We are informed by our history of mission that the church has always emphasized the value of family as the basic household. The story of family goes back to the creation account. In the beginning God created Adam and Eve and brought them together. He blessed them and commanded them to be fruitful, multiply and replenish the earth (Gen. 1:26-28). The biblical narrative informs us that God instituted the family as the basic household in human society.

We believe that families are created to hold together, function as a single household and devoted to God. Therefore Dr. Martin Luther pointed out the importance of family devotion and the core task of the head of the family to teach his household to fear and love God and be loyal and obedient to him. For this reason the Church encourages Christian marriage, promotes family prayer and devotion, nurtures Christian education within families and fosters family values.

Today we are deeply concerned that the basic institution that upholds the society together is crumbling and family values are eroding as humanity and society are transformed through many changes. We have

observed new patterns of behavior like polygamy, homosexuality, prostitution, incest, divorce, etc that stand in contrast to God's ordinance and defeats the purpose of God's household. The religious and social values that maintain stability and cohesion of family units are eroding, resulting in new patterns of behavior which have negative consequences on family and society.

We are also aware that other new developments such as progressive scientific innovation, genetic engineering, technological advancement, capitalism, extractive industry, money and the cash economy offer new challenges to humanity and affects family units. Thus the social and religious foundations of family which God laid for humanity is increasingly suppressed.

We have realized the detrimental impacts of those developments and changes on God's household, the family, therefore as church, we agree to respond to the challenges we are facing today. It is on the basis of this awareness and understanding that we reaffirm our mission within homes to encourage strong and healthy families, centered on Christian principles of love, care, forgiveness, unity, reconciliation, prayer and worship within families.

Our synod theme is in line with the ELCPNG's vision 2030, with a focus on the household. Therefore it is our collective vision to have strong and healthy families where every household embraces God as the center of the family and be loyal and obedient to him. We wish to see families being guided by these principles of loyalty and obedience to God.

We appeal to every head of the household, and in the absence of the head, the immediate responsible adult of the household, to take responsibly in teaching and guiding the members of the household. As Martin Luther said; "Therefore it is the duty of every father [or mother] of a family at least once a week to examine his [her] children and servants, and to ascertain what they know of it, or have learned, and, if they be not familiar with it, to keep them faithfully at it."¹

We reaffirm our responsibility and commitment to drive the vision of the church for strong Christian families devoted to God and active in faith and mission. It is our conviction that by restoring and strengthening family units, reclaiming family values and rekindling family devotional life we can overcome many of the social problems and challenges we are facing in our society today.

We subscribe
Port Moresby, January 2022

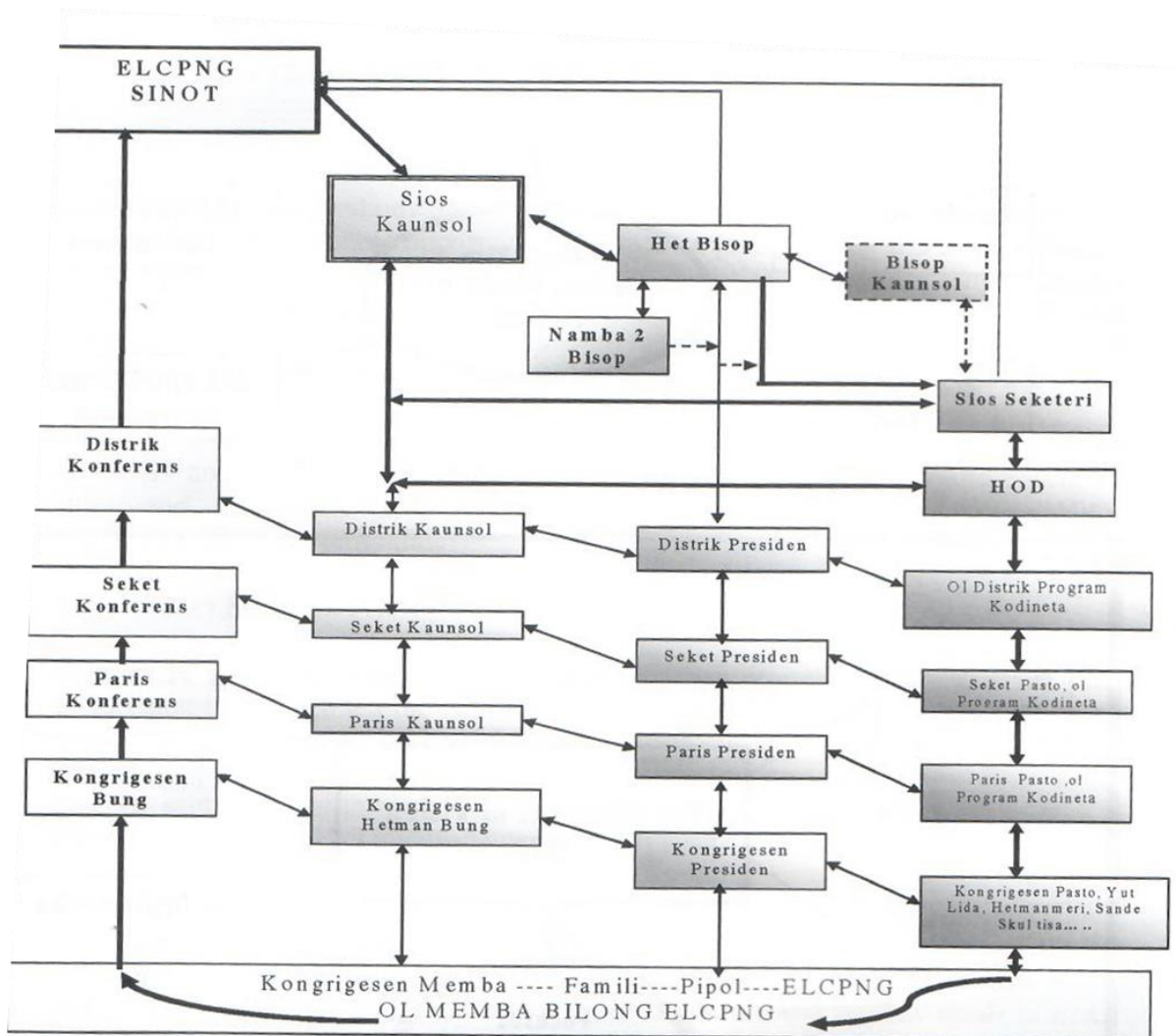


Rt. Rev. Dr. Jack Urame (PhD)

Head Bishop – The Evangelical Lutheran Church of Papua New Guinea

¹ Dr. Martin Luther's Preface to his Catechism.

Annex 2: Current Church Structure and Evangelism Process



Source: Vision 2020 Strategic Plan

Annex 3: V2030 National Planning Workshop



Back (L-R): Mr. Katu Yapi (LHS Secretary), Matrus Kamung (LOPC) Rev Lucas Kedabing, Assistant Bishop Rev Gigmai Okuk Lecturer MLS; Mary Tankulu (ELC-PNG CPP Program Coordinator)

(Middle) L-R: Luther Gubagub (V2030 IME Officer), Rev Yasam Aiwara (President Yabem District), Pr Giwisa Matayali (Resurrection Lutheran Parish)

Front (L-R) Rev Elymas Bakung Ms. Dawa Kale (Meri Coordinator) Rev Giesa Panpan (MTD Secretary) Amad Uma (Lutheran Life Care)

Missing in Photo: Bonnie Keoka (LDS Secretary); Daniel Suan (LES Secretary), Tim Ahi (HR Director)



L-R: Mathias Gesensu (Volunteer-V2030 SP, Rev Gembube Wongege (Sunday School Coordinator) Rev. Wesley Kerenga (MTD), Rev Jack Gagara (Social Concerns) Rev Hans Giegere (Evangelism Secretary) Tony Kundang (National Youth Director)

Annex 4: List of Interviewees and Focus Group Participants

ELC-PNG National Office

No:		Name	Designation	Department	Division
1	Rev	Lucas Kedabing	Assistant Bishop	Ministerial	Evangelism
2	Rev	Hans Giergere	Evangelism Secretary		
3	Rev	Gembube Wongege	National Sunday School Coordinator		
4	Mr	Tony Kundang	National Youth Director		
5	Mrs	Cathy Mui	National Womens Co-ordinator		
6	Ms	Dawa Kale	National Womens Co-ordinator		
7	Rev	Jack Gagara	Social Concerns		
8	Mrs	Amad Uma	Lutheran Life Care		
9	Rev	Giesa Panpan	MTD Secretary		Ministerial Training Division
10	Rev	Wesley Kerenga	Skruium Save		
11	Mr	Daniel Suan	Education Secretary	Social Services	LES
12	Mr	Katu Yapi	Health Secretary		LHS
13	Mr	Bonny Keoka	LDS Secretary		LDS
14	Mr	Noreo Kendip	Treasurer	Support Services	AMU & Finance
15	Mr	Getumo Gori	Budget Manager		Finance
16	Mr	Tim Ahi	HR Director	Corporate Services	HR
17	Mr	Daniel Gerson	Good Governance Officer		Governance , Legal & Archives
18	Mr	Warime Guti	Information Technology		Information Technology
19	Mr	Thorsten Kraft	Advisor – Communication		Communication
20	Mr	Matrus Kamung	LOPC - Projects		
21	Ms	Mary Tankulu	ELC-PNG CPP- Coordinator		

ELC-PNG District Presidents

		Name	ELC PNG- District
1	Rev	Sokeka Tawaman	Boana
2	Rev	Tande Tumbo	Emmanuel
3	Rev	Patimos Willie	Goroka
4	Rev	Yasam Aiwara	Jabem
5	Rev	Jautamo Kumbo (Proxy)	Madang
6	Rev	Rauke Rawa	Hagen
7	Rev	Rev Apa Dilu	Simbu

ELC PNG - Council Members

No:		Name	ELC- District
1	Mr	Bubiang Taine	Jiwaka
2	Mr	Weron Kirarok	Karkar
3	Mr	Iroc Gapenuoc	Kote

ELC PNG – Women Co-ordinators

No:		Name	ELC- District
1	Mrs	Hilda Limbo	Karkar
2	Mrs	Agnes Gabee	Simbu

ELC PNG – Youth Co-ordinators

No:		Name	ELC- District
1	Mr	Gedion Tahaguoc	Boana
2	Mr	Martin Teine	East Simbu
3	Mr	Iki Lupa	Emanuel
4	Mr	Nathan Hemusane	Goroka
5	Mr	George Kelly	Jabem
6	Mr	Awanganu Giamuki	Jabem
7	Mr	Lucas Zuu	Jiwaka
8	Mr	Kubai Kadim	Karkar
9	Mr	John Serum	Kote
10	Mr	John Yaba	Madang
11	Mr	Nadab Buyu	Mumeng
12	Mr	Jotham Ongi	Papua
13	Mr	Gilbert Gora	Simbu
14	Mr	Bini Lekem	Ukata

ELC PNG – Parish & Congregation Pastors

No:		Name	District	Circuit	Parish	Congregation
1	Pr	Nul Moss	East Simbu	Muu	Muu Tk	Muu Tk
2	Pr	Esau Honeringu	Emmanuel	Mendi	Komea	
3	Pr	Shaka Jaukae	Goroka	Ramu- Sub Circuit	Kenia	
4	Pr	Katusele Joseph Danny	Goroka	Faintina	Riwo	
5	Pr	John Wangdui	Hagen	Alkena	Terepeye	Komakul
6	Pr	John Bari	Jiwaka	Banz	Banz	
7	Pr	Kurkur Aumal	Karkar	Kulubob		
8	Pr	Jacob Gedib	Mumeng		Waikanda	
9	Pr	Wama Kipuui	Mumeng		Parakris	
10	Pr	Barry Wefuloc Asinau	Papua			Emmanuel
11	Pr	Keito Owaeifa	Papua			Good Shepard
12	Pr	Wesley Michael	Siassi		Aimalu	Aiau
13	Pr	Smith Marowa	Siassi		Tuam	
14	Pr	Wesley Wemin	Simbu	Omoli	Wikauma	
15	Pr	Mangjerry Waiyain	Ukata	Kambwum	Deguso	
16	Pr	Emmanuel Banzak	Jabem	Malalo	Muwo	

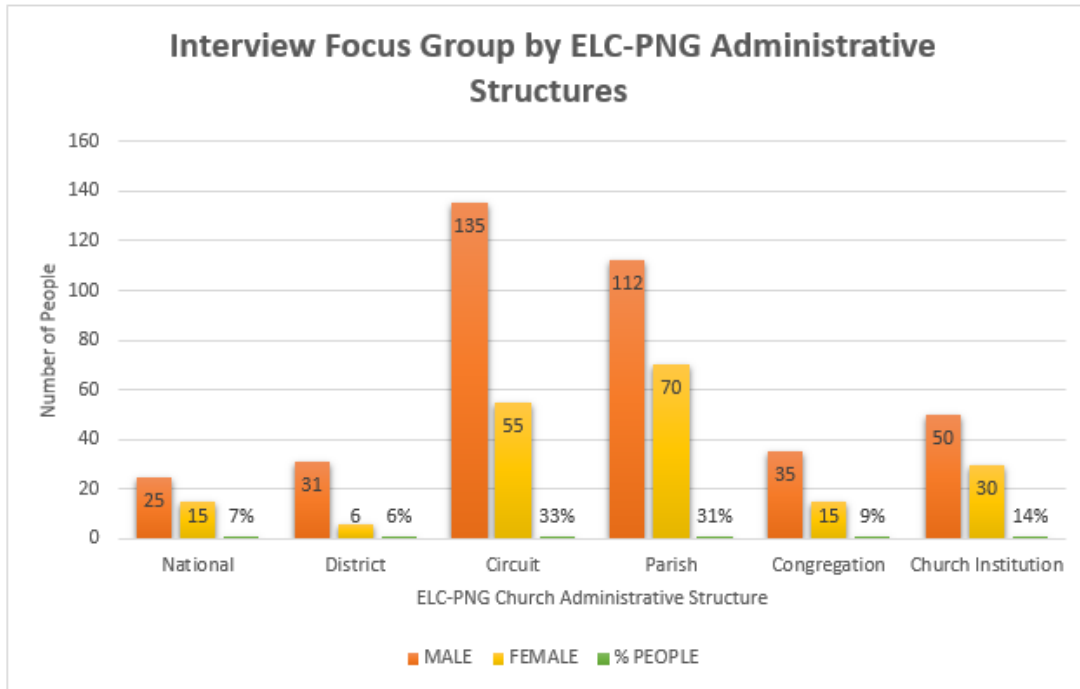
ELC PNG – Evangelists and Leaders

No:		Name	Designation	District	Circuit	Parish
1	Mr.	Siipa Sinke	Evangelist	East Simbu		
2	Mr.	Malio Balif	Evangelist	Karkar	Tagub	
3	Mr.	Steven Boner	Evangelist	Karkar	Samoan	
4	Mr.	Freddie Kaius	Graduate Vicar	Madang		
5	Mr.	Yasap Giob	Chairman	Mumeng		St Johns
6	Mr.	John Giamiti	Hetman	Mumeng		St Johns
7	Mr.	Yakuting Lazarus	Graduate Vicar	Jabem	Menyamy	
8	Mr.	Kisisu Mengkisa	Evangelist	Jabem	Malalo	Kamiatam

NATIONAL PASTORS & EVANGELIST CONFERENCE ELC – Mumeng 2021



Other Church Leaders and Church Members



REF	TARGET GROUP	MALE	FEMALE	TOTAL	%	COMMENT
1	AMPO	25	15	40	6.85%	
2	INSTITUTIONS	50	30	80	13.70%	LCCB, SFS,MLS
3	BOANA	25	10	35	5.99%	
4	EMMANUEL	7	0	7	1.20%	
5	GOROKA	25	10	35	5.99%	Asaroka
6	HAGEN	20	5	25	4.28%	
7	JIWAKA	2	0	2	0.34%	
8	KAINANTU	1	1	2	0.34%	
9	KARKAR	15	10	25	4.28%	
10	KOTE	25	10	35	5.99%	
11	MADANG	10	5	15	2.57%	
12	SIASSI	20	10	30	5.14%	
13	SIMBU	40	10	50	8.56%	
14	UKATA	3	0	3	0.51%	
15	PAPUA	5	0	5	0.86%	
16	JABEM	70	50	120	20.55%	50 Parish Level
17	OTHERS	50	25	75	12.84%	
TOTAL # OF PEOPLE		393	191	584	100.00%	

67%

33%

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