



Strategic Plan 2022–2024

To Our Friends and Partners

Collaborating with other United Methodist agencies, as well as world Methodist and ecumenical bodies, Global Ministries facilitates mission in more than 115 countries. Global Ministries includes the United Methodist Committee on Relief, or UMCOR, providing nonsectarian disaster response and sustainable development worldwide. Global Ministries is also the lead United Methodist agency for global health.

For the period 2022–2024, Global Ministries is pleased to present here its Strategic Plan Summary. An updated continuation of the agency's previous Strategic Plan, it is the product of work over 20 months, during which time the agency staff and directors examined work in every area of the agency. The process produced an updated inventory of 17 programs and the tools needed to plan, implement, monitor and evaluate their ongoing impact. This summary focuses on these programs, organized within Global Ministries' four missional priorities:

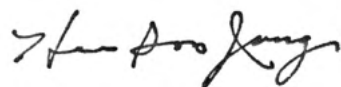
- **Missionaries**
- **Evangelism and Church Revitalization**
- **Global Health**
- **Humanitarian Relief and Recovery**

Collectively, within the missional priorities, the programs fulfill Global Ministries' goals and vision, while preserving its vital connection to The United Methodist Church and its accountability to the United Methodist Book of Discipline and Book of Resolutions, as set by the United Methodist General Conference, the church's top legislative body.

It is important to note that the strategic planning process has included careful attention to five touchstones: 1. Sharpened focus for all programs, including program consolidations and realignments; 2. Increased accountability among staff to deliver on achievable goals; 3. Expanded collaboration within and beyond the agency; 4. Strengthened tools and commitment to gauging and reporting impact at all levels; and 5. Enhanced communication. Each touchstone is crucial, especially during this time in the life of the church. Complementing the agency's missional priorities and theology of mission, the touchstones together ensure sound missional and fiscal management and help the agency continue realizing its vision.

We are grateful for your interest in our work and the opportunity to be in mission with one another. It is through mission that we believe The United Methodist Church realizes its greatest unity, and it is through mission and being in mission together that we believe society achieves its greatest potential.

Sincerely,



Bishop Hee-Soo Jung
President, Board of Directors



Roland Fernandes
General Secretary

Timely Strategic Considerations

Two important lessons have come from updating Global Ministries' Strategic Plan. First, we have gained a sharper understanding of the implementing role of missionaries and grants. In essence, missionaries and grants (funds we provide to partners) have been reaffirmed as key means, among others, by which we implement our work globally and guide where much of our resources are spent. In the spirit of strategic planning, we have begun asking important long-range questions to make the role of missionaries and grants even more effective in our work for the church, which is crucial for our growing impact.

Second, we have been reminded again about the importance of examining our programmatic structure and programmatic effectiveness: not only how our programs are configured and organized within the units that administer them, but also how units cross-functionally and continually learn from one another.

It is helpful to think about the varied ways our programs have historically done their work. Our longstanding humanitarian assistance programs, notably UMCOR and our global health programs, organize and approach their work through their "sectoral" lenses, much like other organizations engage in similar work worldwide. They conduct their work based on the practices, rules and expectations of the nonsectarian disciplines they represent. Our traditional mission programs, on the other hand, for example those that focus on evangelism, church re-

vitalization or multiethnic ministries, often organize and approach their work through the lens of place or region. Using a "regional" approach, these programs help foster relationships in the regions and, through those relationships, seek to understand the regions by becoming deeply familiar with their cultural, social and historical contexts, as well as the experience and identity of their Indigenous and other peoples. Both these approaches, even doing so separately, create value for Global Ministries and ensure its impact.

We now face key questions. For example, regarding missionaries and grants, how can missionary recruitment and assignment be informed more fully by our evolving regional strategies? How can we, perhaps with more central coordination of internal processes, make our grant support for partners more effective? Regarding our structure per se, what is the best configuration for the long term, noting the evolving nature of the UMC itself? Regarding sectoral and regional approaches, how might we integrate them, or should we? Reflecting an inclusive, participatory process, the agency staff and leadership will be working through all these questions in conjunction with the board of directors and other stakeholders.

In the meantime, the Strategic Plan summary presented here demonstrates an agency equipped and ready to serve the church at a time when the need for global mission is ever more acute and growing.

Missional Priorities and Goals

Priorities:



Missionaries



Global Health



Evangelism and Church Revitalization



Humanitarian Relief and Recovery

Goals: Make disciples of Jesus Christ for the transformation of the world.

Strengthen, develop and renew Christian congregations and communities.

Alleviate human suffering.

Seek justice, freedom and peace.

Vision Statement

Global Ministries of The United Methodist Church aspires to be the partner of choice for conferences, congregations and others worldwide who wish to participate in God's mission.



Following the wreckage of 2017's Hurricane Maria, workers with Global Ministries and UMCOR assist with clean-up efforts in partnership with the Methodist Church of Puerto Rico. Photo: Misael D. Rodríguez Quijano

The vision depends on Global Ministries'

Accessibility, adaptability and cultural versatility

Faith and trust of its constituents

Rigor, integrity and transparency of its financial stewardship

Diverse technical expertise of its global staff

Collaboration with others in the same mission fields

Five Touchstones

Sharpening our focus

Strategic planning emphasizes changes made by each program that result in a renewed focus on program strategies.

Greater accountability

Strategic planning emphasized changes regarding how each program is working to ensure that its strategy involves accountable decision making.

Intentional collaboration

Strategic planning emphasized ways that each program incorporates perspectives of others and, where mutually beneficial, directly integrates programming with others.

Impact of work

Strategic planning emphasized the evaluation processes of each program and ways each program has organized its work to make evaluation of its impact easier.

Effective communication

Strategic planning emphasized the ways that each program ensures robust and constructive lines of communication with others in the agency and with external audiences.



Allocating food items through UMCOR's Sheltering in Love program at Antioch UMC in Tennessee, Sarai Tovar, the food pantry's director, facilitates grant funding to assist vulnerable communities impacted by the COVID-19 pandemic. Photo: Mike DuBose, UM News



Four Missional Priorities



Missionaries

Missionaries, as well as volunteers called to short-term mission service, are central to connecting the church with communities discerning and participating in God's mission. With wide-ranging expertise, they come from many nations and backgrounds and witness in different locales and cultures. Exemplifying the teachings of Jesus, who commanded us to witness "to the ends of the earth" (Acts 13:47, NRSV), they serve in more than 70 countries in a range of activities and professions. In their "call" to service, missionaries aid communities confronting poverty, inadequate access to water, disease, injustice, or humanitarian crises and disasters.

Priority programs, 2022–2024

- **Global Missionaries**
- **Global Mission Fellows**
- **United States Missionaries**
- **Mission Volunteers**

Focus of programs

Global Missionaries are missionaries serving in cross-contextual mission, usually in extended assignments of three or more years, outside their home settings. The Global Missionaries program itself focuses on discerning and understanding local context in the global regions and how that context should shape effective local mission activities. At the same time, for the missionaries themselves, the program works to ensure that places of assignment represent meaningful opportunities in response to each missionary's unique, personal call to serve.

Global Mission Fellows (GMF) are young adults, ages 20–30, in mission for two years outside their home communities, serving either within the United States or in other countries. **United States Missionaries** include Church and Community Workers (CCW) and Racial Ethnic Plan (REP) Missionaries. In their assigned communities in the U.S., CCWs lead programs and projects that take the church into the community and vice versa. REP Missionaries support U.S. annual conferences in alignment with strategies

and programs of the national plans as approved by the General Conference. **Mission Volunteers** (MV) are individuals or couples, ages 18 and up, who seek deep mission relationship around the world. They serve in self-funded assignments, with occasional exceptions depending on context, of up to two years.

Objectives, 2022–2024

- Increase the number of new Global Missionaries. Increase retention through offerings of accompaniment, continuing education and quality support by staff during missionary service.
- Increase the number of new, active Global Mission Fellows. Increase the number of U.S. applications for service outside and in the U.S. Strengthen how the program accompanies GMFs, including regular communications with partners hosting GMFs.
- Increase the number of placements and candidates for CCWs and REP Missionaries and their engagement with local churches, annual conferences and communities. Strengthen support for racial ethnic congregations and community development in the most underserved areas in the U.S.
- Establish Mission Volunteer placements that directly address global concerns and recruit new MVs accordingly. Strengthen the links among annual conferences, UMMVIM and UMCOR related to long-term recovery, and strengthen the network of long-term recovery volunteers.

Opposite: Members of a volunteer team from the North Georgia Conference of The United Methodist Church clear storm debris and damaged kitchen items from a home that was flooded by Hurricane Ian in Fort Myers, Fla. Photo: Mike DuBose, UM News

Evangelism and Church Revitalization



“So the churches were strengthened in the faith and increased in numbers daily” (Acts 16:5, NRSV). Global Ministries shares the good news of God’s love by helping plant churches across the global regions. A key emphasis is on relationships and capacities among global mission partners across the Methodist family. The work is guided by three principles. First, The United Methodist Church is a global church. Second, the future of the church is still forming and growing in global and established regions. Third, the church is called to affirm all individuals equally and to enable leaders as they grow the church in their local communities.

Priority programs, 2022–2024

- **Mission Initiatives**
- **Missional Connections**
- **Leadership Development and Scholarships**
- **Multiethnic Ministries**

Focus of programs

Mission Initiatives, launched in global regions having little or no Methodist presence, respond to emerging faith communities, enable their work making disciples of Jesus Christ for the transformation of the world, and support their goals for joining the UMC connectional system or becoming an autonomous church. **Missional Connections** seeks to gain broad understanding of the global regions and to create and sustain relationships in those regions, focused on missional effectiveness and coordinated with and linked to the UMC connection and its assets, including Global Ministries sectoral specialists. **Leadership Development and Scholarships** provides resources and opportunities for individuals and mission partners—from graduate to undergraduate to vocational training levels—with increasing focus on the training or academic studies of the individual recipient(s) aligned with the partner’s mission and community priorities. **Multiethnic Ministries**, growing out of a long history of mandated support for racial justice specifically in the U.S., works to strengthen racial/

ethnic congregations and low socioeconomic communities and assists populations on the margins in response to practices, systems, laws and resources that systemically and unjustly limit their value and success in society.

Objectives, 2022–2024

- For each Mission Initiative, working with local leaders, develop updated, concrete plans and timetables for evangelism and church growth, alongside yearly benchmarks toward becoming more independent and gaining either official UMC connectional status or autonomy.
- Support growth of leadership capacities in all the UMC global regions and facilitate development of mission strategies with them, informed by Global Ministries’ priorities. Encourage and facilitate partner-led, innovative mission ministries and asset-based long-term development.
- Respond to mission partners’ needs, coordinated with revision of scholarship selection criteria meeting Global Ministries’ priorities. Implement new guidelines for vocational and professional leadership training for churches (members and mission staff) in the U.S. and globally.
- Improve congregational awareness across the UMC connection so that local churches are more aware and engaged in racial, ethnic and social justice ministries. Help strengthen partners’ financial and institutional capacities to engage in racial, ethnic and social justice ministries.

Additional ministries

Four racial/ethnic national plans of the UMC enjoy a supportive place within Global Ministries’ care: the Asian American Language Ministry, the Korean Ministry Plan, the National Plan for Hispanic/Latino Ministry and the Pacific Islander National Plan. The Multiethnic Ministries Program provides Harry R. Kendall Grants, often emphasizing health and well-being, for African American and Hispanic students and institutions, as well as Hispanic Leadership Grants.



Global Health

Called to follow Jesus, who came so that all “may have life, and have it abundantly” (John 10:10, NRSV), Global Ministries’ commitment to health includes efforts promoting physical, emotional and spiritual well-being. In partnership with communities and health workers, as well as United Methodist health facilities, community-oriented and facility-based programs support preventive, promotive and curative health care for the economically vulnerable, with emphasis on women and children. Global Ministries is the lead United Methodist agency for global health and prioritizes the needs of the underserved.

Priority programs, 2022–2024

- **Health Systems Strengthening**
- **Imagine No Malaria**
- **Maternal, Newborn and Child Health**
- **Water, Sanitation and Hygiene**

Focus of programs

Health Systems Strengthening seeks to address health care service and supply deficiencies in low-to-middle-income countries, which result in limited care and often lead to increased morbidity and mortality rates. **Imagine No Malaria** works to reduce the incidence of malaria, especially in sub-Saharan Africa, which accounts for more than 90 percent of cases worldwide. This work continues a longstanding United Methodist commitment to combating malaria. **Maternal, Newborn and Child Health** provides support services, including prenatal, obstetric and postnatal care, at UMC health facilities in low-to-middle-income countries where morbidity and mortality rates are highest owing to isolation, poverty and limited services. **Water, Sanitation and Hygiene** (WASH) supports strengthened capacity and access to WASH services at UMC health facilities and community-based projects. Despite advances, the availability of water, sanitation and hygiene services still lags globally, as well as in the United States.

Objectives, 2022–2024

- Strengthen the impact of UMC health systems by helping them improve system governance and clinic assets integral to health care quality, such as water, sanitation and hygiene. Provide essential medicines, equipment and supplies, and training for health boards and health workers.
- To fight malaria, increase access to and utilization of malaria preventative measures, as well as malaria diagnosis and treatment services, in targeted communities. Improve case-management practices by increasing the number of health workers skilled in diagnosing and treating malaria.
- Among Maternal, Newborn and Child Health partners, help strengthen their nutritional rehabilitation, food security and livelihoods programming, as well as professional training for their health staff. Help train short-term missionaries who are serving in medical care settings.
- For better health outcomes tied to WASH, increase access to clean and safe water at UMC health facilities. Improve sanitation facilities and knowledge of effective sanitation and waste management. Encourage better hygiene practices, thereby reducing infections and disease.

Additional ministries

The agency’s global health work also includes HIV and AIDS programs, Deaf Ministries, Ministries with Persons with Disabilities, Congregational Health Ministries and COVID-19 Response.

Humanitarian Relief and Recovery



Global Ministries, including UMCOR, embraces its mandates for action in the face of disasters, environmental disruption and migration of peoples. In addition to addressing the immediate aftermath of events and attending to the systems and conditions that create disruption and injustice, Global Ministries, as well as UMCOR, attends to the future of churches and communities by helping develop and nurture their livelihoods and long-term sustainability. A biblical truth informs all of this work: namely, “the disciples determined that according to their ability, each would send relief” (Acts 11:29, NRSV). This call is reflected in our Wesleyan commitment to people in jeopardy.

Priority programs, 2022–2024

- **International Disaster Response**
- **United States Disaster Response**
- **Environmental Sustainability**
- **Global Migration**
- **Yambasu Agriculture Initiative**

Focus of programs

International Disaster Response provides support to households and communities outside the U.S. experiencing significant negative impacts of natural disasters and crises. **United States Disaster Response** seeks to help the church and communities prepare, respond to and recover from disasters within the U.S. and its territories. **Environmental Sustainability** seeks to address challenges facing God’s creation by incorporating creation care into the mission, ministries, training programs, operations and administration of Global Ministries and its partners, including conferences and churches. **Global Migration** seeks to improve the well-being of migrants, asylees and refugees in their new destinations, including places of transition and respite. **Yambasu Agriculture Initiative** promotes agriculture and agribusiness development for African UMC episcopal areas and their respective local communities.

Objectives, 2022–2024

- Among international disaster-response partners, introduce new disaster risk-reduction and recovery programming to improve overall response. Provide increased training for Disaster Management offices and other UMC partners to help enhance their local autonomy and impact.
- Assist U.S. annual conferences in growing their disaster ministries and disaster-preparedness activities, aid in quickening their response to disasters, and bolster their abilities to establish effective survivor-centered recovery programs.
- Improve awareness, engagement and capacity for UMC communities, including churches, regarding environmental justice projects. Introduce within Global Ministries interventions for greenhouse gas reduction, and track/document progress toward overall net-zero emissions.
- Increase number of missionary assignments focusing on services to refugees or migrants. Support migration-focused organizations toward greater capacity for supporting migrants. Further strengthen the network of UMC and ecumenical organizations working in global migration.
- Among the Yambasu agriculture initiatives launched across UMC episcopal areas in Africa, utilizing episcopal area land holdings, help them fulfill achievement of complete local ownership, financial self-sufficiency through new revenue streams and natural resource sustainability.

Additional ministries

The agency is also active in ecumenical consortia and disaster-related consortium bodies, and maintains, via UMCOR, a national material supplies ministry.

Support for the Strategic Plan



During a 2018 visit to Global Ministries' offices in Atlanta, Georgia, Global Mission Fellows share their experiences of serving as US-2 track missionaries. Photo: Hector Amador

As the 17 missional programs described above respond to and work in accord with the agency's updated Strategic Plan, it is important to keep in mind that they depend on their respective program units. These units are, namely, Missionary Service, Global Mission Connections, Multiethnic Ministries, Global Health and UMCOR, as well as a range of supportive administrative and operational ministries, listed below, each of which aids effective and efficient mission.

Office of the General Secretary

Informed by the board of directors and the Strategic Plan, the general secretary works with the agency's Senior Leadership Team, as well as its staff teams, in support of the agency's priorities and goals. Administrative and operational ministries housed in the Office of the General Secretary include Monitoring and Evaluation, Internal Audit, Human Resources, and Travel and Meeting Planning.

Fund Development

Includes fundraising, encompassing direct mail, donor relations, stewardship and planned giving.

Communications

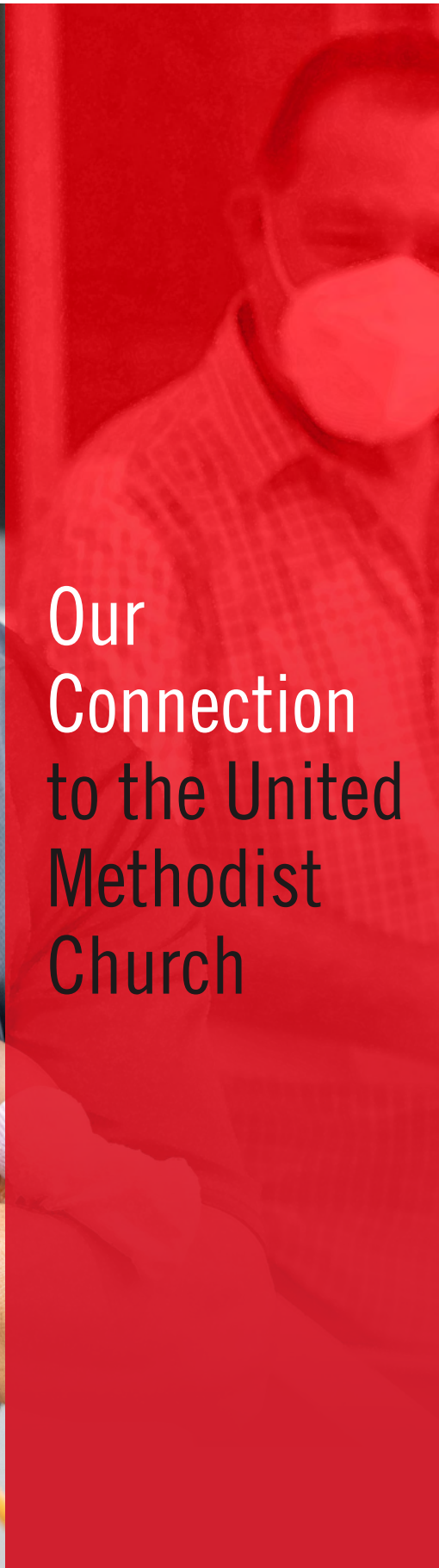
Includes digital engagement, advertising and promotion, and media services.

Treasury

Includes accounting, cash management, financial reporting, overseas operations and shared services.

Operations

Includes property maintenance, legal and insurance matters, and information technology.



Our Connection to the United Methodist Church

Global Ministries and The United Methodist Church

Global Ministries was created to serve the church. As stated in the United Methodist Book of Discipline, “There shall be a General Board of Global Ministries, the purpose of which is found within the expression of the total mission of the Church. It is a missional instrument of The United Methodist Church, its annual conferences, missionary conferences, and local congregations in the context of a global setting.”

Affirmed by the United Methodist General Conference and its delegates representing the global church, the United Methodist Book of Discipline and Book of Resolutions provide important guidance to the Strategic Plan. In the development of its Strategic Plan, Global Ministries worked to ensure compatibility with the Book of Discipline and Book of Resolutions, especially paragraphs pertinent to the agency.

In the 2016 Book of Discipline, which remains in effect until the 2024 General Conference, the paragraphs numbered 1301–1315, which are dedicated to Global Ministries and UMCOR, offer guidance regarding purpose, responsibilities, objectives and mission program areas. For example, UMCOR’s purpose is “to assist United Methodists and churches to become involved globally in direct ministry to persons in need through programs of relief, rehabilitation, and service, including issues of displaced persons, hunger and poverty, disaster response, and disaster risk reduction.”

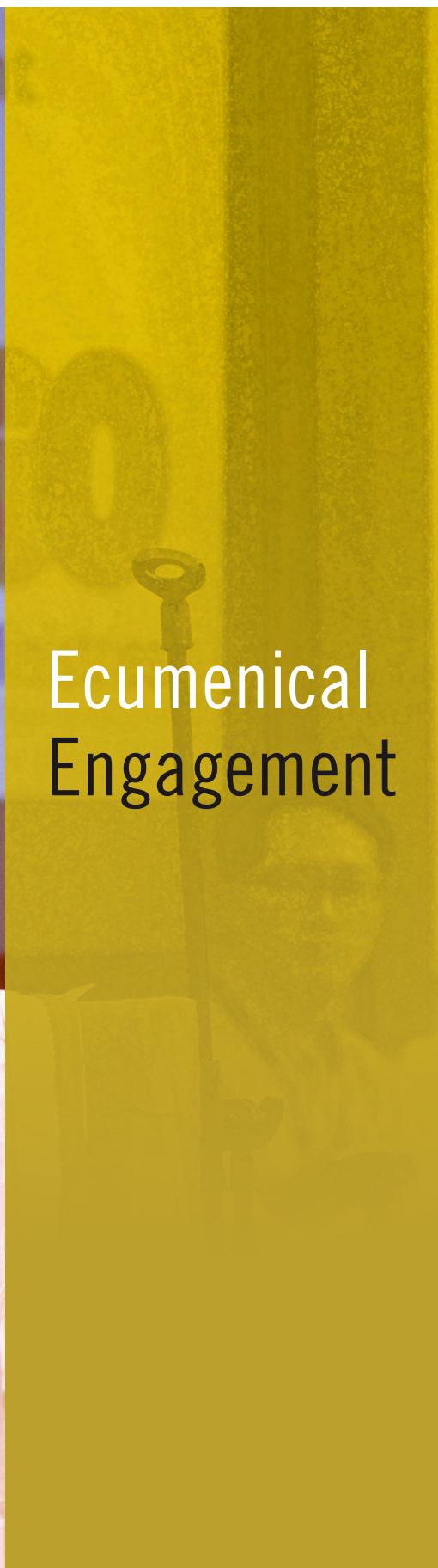
Elsewhere, the 2016 Book of Discipline provides guidance on how Global Ministries may organize its relationship with church bodies such as the Connectional Table, the General Council on Finance and Administration (GCFA), the Standing Committee on Central Conference Matters, and United Methodist Women (now United Women in Faith), as well as the general boards of Church and Society, Higher Education and Ministry, and Pension and Health Benefits (now Wespath), including responsibilities that Global Ministries and these entities may share. Paragraphs 822 and 824, for example, provide

guidance on Global Ministries’ and GCFA’s shared responsibility for the Advance and Special Sunday offerings.

Among other paragraphs of importance to Global Ministries, the 2016 Book of Discipline describes rules and structures, or polity, to help inform how Global Ministries, the local church and the conferences assign and manage their respective complementary roles and responsibilities. This information includes how Global Ministries may relate to annual conferences, central conferences, jurisdictional conferences, missionary conferences, missions (mission initiatives), provisional annual conferences, provisional central conferences, and autonomous and other churches. Paragraph 633, for example, describes roles and responsibilities of Conference Secretaries of Global Ministries, an important and long-standing dimension of the mutually supportive relationship between conferences and Global Ministries.

For its part, supplementing the Book of Discipline, the 2016 Book of Resolutions, also in effect until 2024, brings additional perspective on how the church proposes to respond to certain current concerns, especially those related to United Methodist Social Principles. These perspectives inform how the agencies, including Global Ministries, may shape their work programmatically. Among the 59 resolutions in the 2016 Book of Resolutions that name Global Ministries as either a key or secondary stakeholder, examples include Resolution 1033, “Care for Creation,” in the Social Principles section on The Natural World; Resolution 3243, “The Church and the Global HIV/AIDS Pandemic,” in the section on The Social Community; and Resolution 6028, “Global Migration and the Quest for Justice,” in the section on The World Community.

Opposite: *Dina, a newborn to migrant parents moving north from El Salvador, is cradled in the arms of a United Methodist missionary, Rev. Joel Hortiales, at a migrant shelter in Tapachula, Mexico. Photo: Mike DuBose, UM News*



Ecumenical Engagement

Ecumenical Engagement

Global Ministries has a rich theological heritage—from John Wesley and from our understanding of mission—that encourages ecumenical cooperation. Mission per se, as a Christian activity, has also historically exhibited a push toward ecumenism and collaboration. Yet, as both history and current practice show, mission ecumenism does not “just happen.” It happens because of sustained efforts with commitments to such work and a thorough, active knowledge of the partners involved.

Notable partners include all the existing and currently emerging expressions of Methodism, many of which share fellowship in mission through the World Methodist Council, a confessional organization made up of 80 Methodist, Wesleyan, and related Uniting and United churches representing over 80 million members in 138 countries, and regional Methodist bodies like the Africa, Asia, Latin America and Europe Methodist councils. Exemplifying Global Ministries’ presence in multiple regions throughout the world, the agency’s regional office in Seoul, South Korea, is also a member of the Asia Methodist Council. Activities include the Asia Methodist Mission Platform. In addition, Global Ministries also has a long-standing, consultative status at the United Nations through the Economic and Social Council.

Among other ecumenical organizations to which Global Ministries relates, and which are themselves linked, are the World Council of Churches (WCC) and Action by Churches Together (ACT Alliance).

The WCC, with Global Ministries serving on its Central Committee, is a fellowship of more than 300 churches from more than 110 countries representing over 500 million Christians worldwide. Dedicated specifically to mission, the WCC’s Commission on World Mission and Evangelism and Global Ministries have a long history of working together. The commission meets every two years and has the mandate to organize a major conference on mission and evangelism between WCC assemblies, roughly every decade. Global Ministries hosted one of

the full meetings of the commission in Atlanta in 2016 and engaged in the preparation and organization of the World Mission Conference 2018 in Arusha, Tanzania.

Action by Churches Together (or ACT Alliance) brings together the development and disaster-relief agencies and arms of WCC member churches. UMCOR, a founding member of ACT Alliance, currently coordinates ACT Alliance’s North American Forum. ACT Alliance has focused in recent years on climate justice, gender justice, peace and human security, and migration and displacement. UMCOR is active in ACT’s Migration and Displacement Reference Group.

In the global regions, ecumenical bodies with which Global Ministries has ongoing working relationships include: All Africa Conference of Churches; Latin America Council of Churches; Caribbean Council of Churches; Conference of Churches in Asia; Middle East Council of Churches, including its Department of Service to Palestinian Refugees; and Churches Commission for Migrants in Europe.

In the U.S., Global Ministries works in active partnership with Church World Service (CWS), an ecumenical relief and development agency, of which Global Ministries is a founding member. The partnership currently focuses on the acute refugee-resettlement challenges across the globe. With the United Methodist General Board of Church and Society, UMCOR and Global Ministries turn to CWS as the leading ecumenical agency on matters of national policy advocacy in the U.S. related to immigration policy.

Other relations in the U.S. include the National Council of Churches (NCC), with cooperation focusing on topics such as peace on the Korean Peninsula and joint efforts with U.S. Centers for Disease Control and Prevention. Global Ministries also affiliates with National Voluntary Organizations Active in Disaster (NVOAD) to provide collaboration, coordination and communication in responding to disasters in the United States.

Opposite: A former Global Mission Fellow and current Global Missionary, Joy Eva Bohol, who serves with the World Council of Churches, delivers a keynote speech at Global Ministries’ bicentennial celebration in April 2019. Photo: Jennifer Silver



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