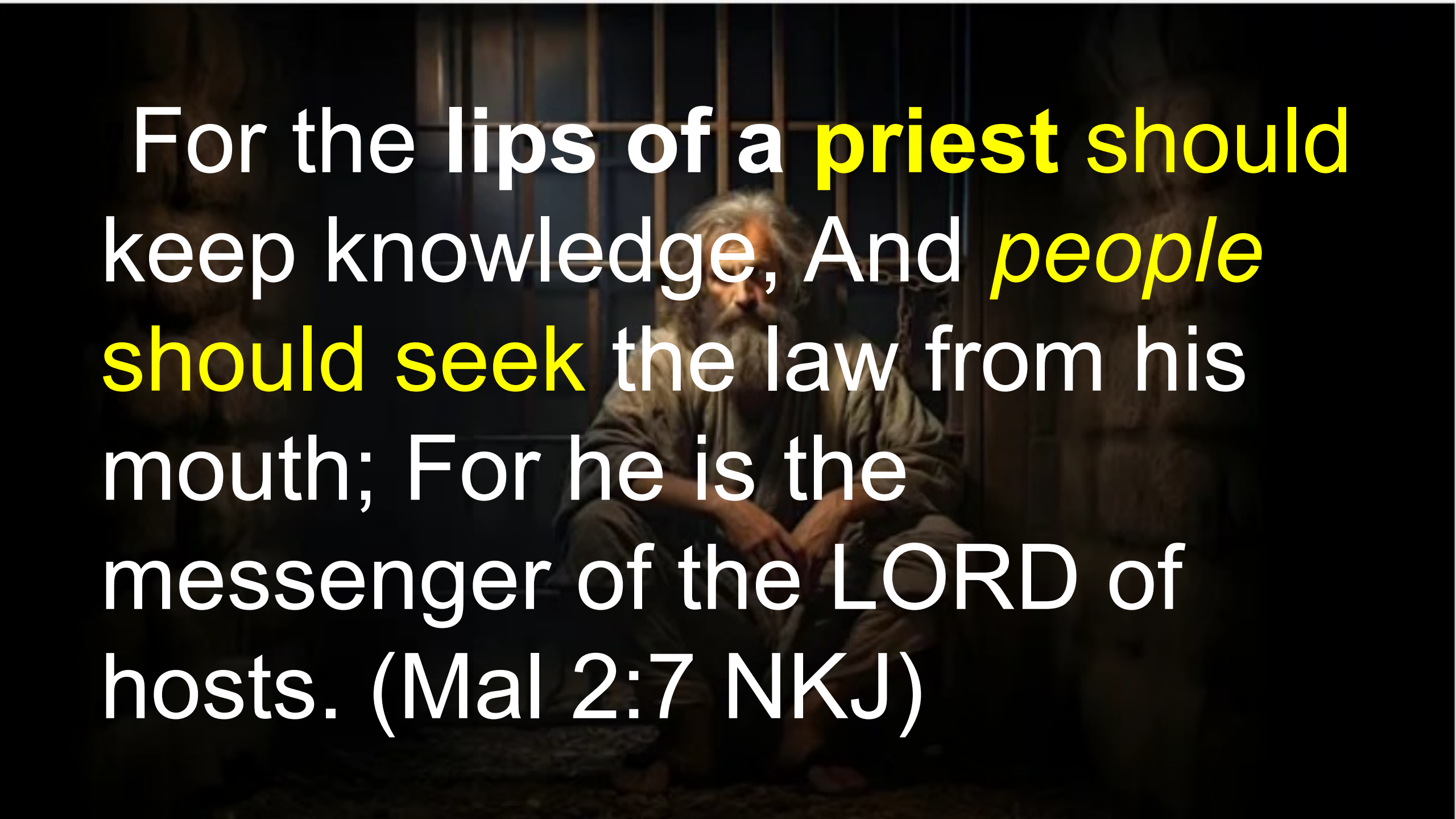




ORGANIZED FOR MISSION

POLICY MATTERS

Pr. Bitamazire Nicholas Birigwa



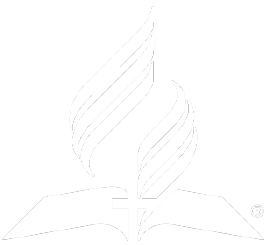
For the lips of a **priest** should
keep knowledge, And *people*
should seek the law from his
mouth; For he is the
messenger of the LORD of
hosts. (Mal 2:7 NKJ)

Objectives of Presentation

- Demonstrate the necessity of organization
- Critical policy aspects



1a. Background



THE THREE
PILLARS OF PUBLIC
MANAGEMENT

Secrets of Sustained Success

OLE INGSTRUP AND PAUL CROOKALL

1. **AIM**: Mission, Leadership, Accountability
2. **CHARACTER**: People, Communication, Trust
3. **EXECUTION**: Change Management, Teamwork, Management Tools



THE THREE
PILLARS OF PUBLIC
MANAGEMENT
Secrets of Sustained Success

In top performing organizations mission statements are a constant presence in operations, entrenched in the minds and daily activity of the organization.

OLE INGSTRUP AND PAUL CROOKALL



THE THREE
PILLARS OF PUBLIC
MANAGEMENT
Secrets of Sustained Success

OLE INGSTRUP AND PAUL CROOKALL

In well-performing organizations, we found structures that directly linked mission and accountability, with results rather than activities being measured.



Henry
Kissinger

LEADERSHIP

Six Studies in World Strategy

Leaders think and act at the intersection of two axes:

Between the
past and the
future

Leaders

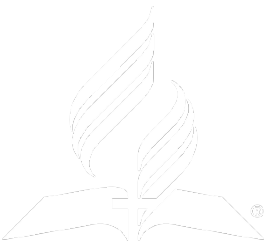
Between the abiding values and
aspirations of those they lead.

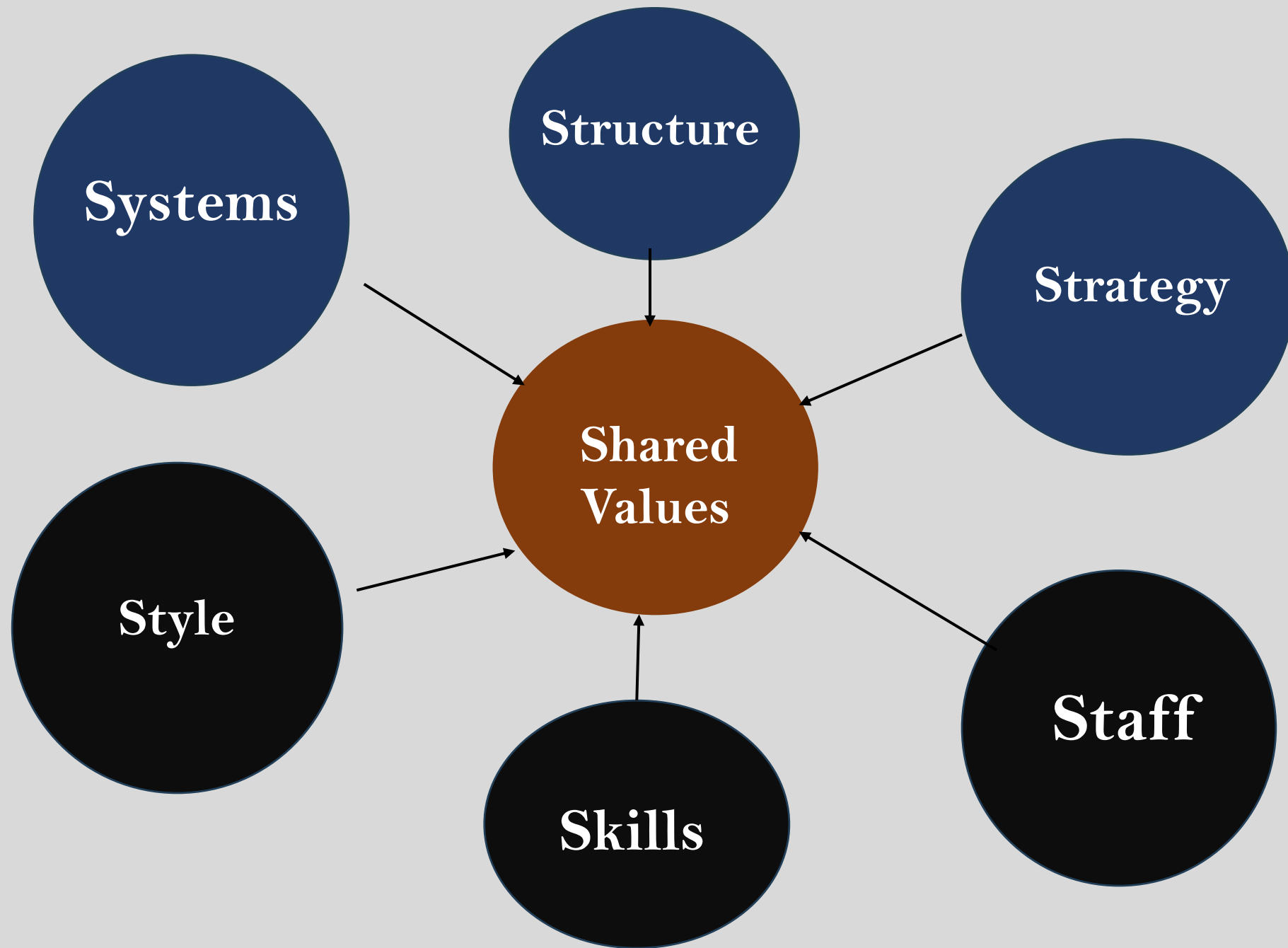


McKinsey 7s Framework

(Tom Peters and Robert Waterman, 1970s)

*The **McKinsey 7S Model** is a strategic management framework designed to evaluate organizational effectiveness by analyzing the alignment and interaction of seven interrelated elements.*



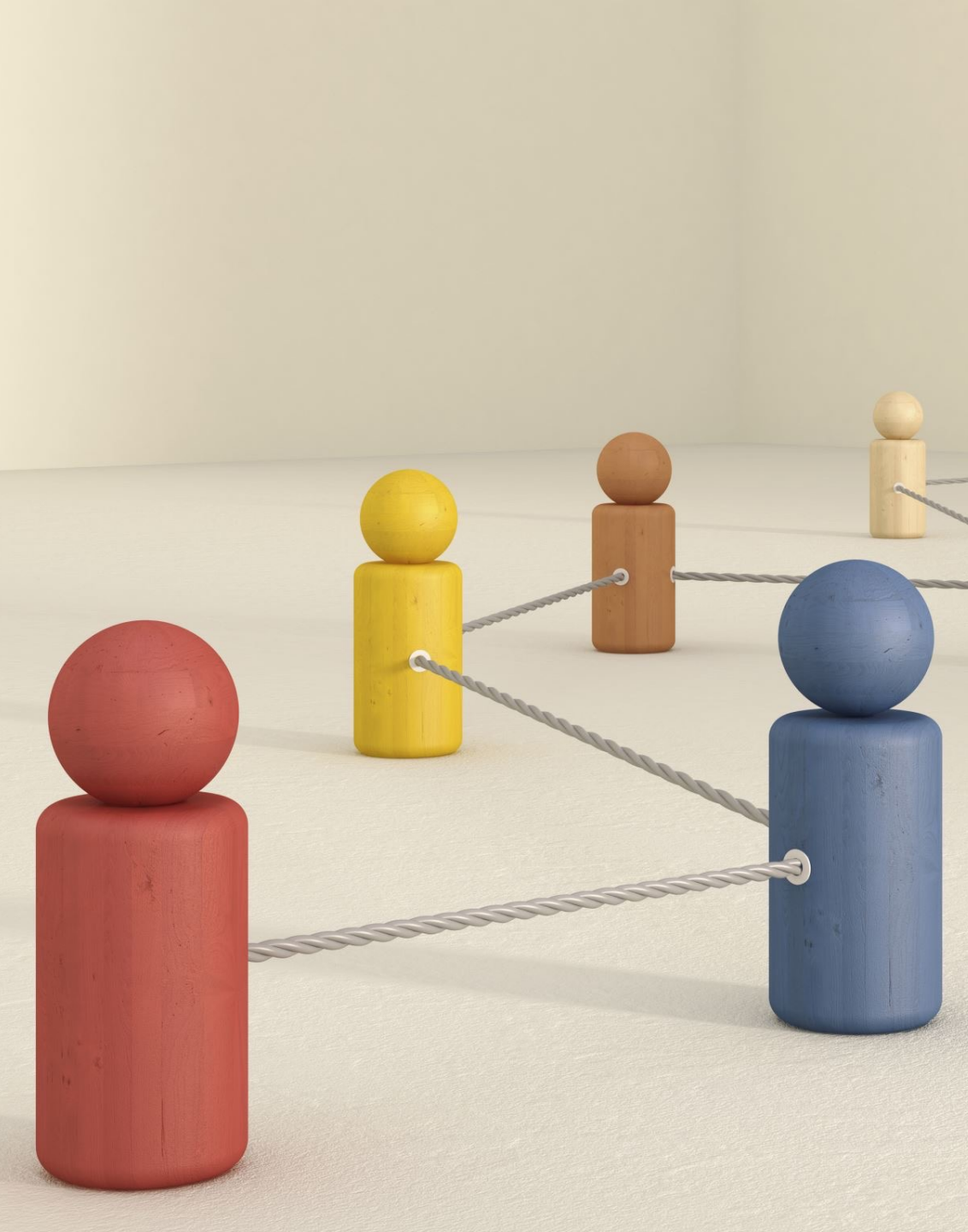


NATIONAL HUMAN RESOURCE SURVEY REPORT 2023-2024



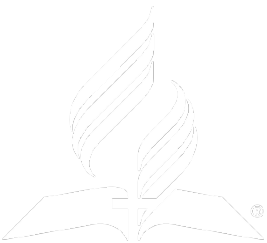
APRIL 2026

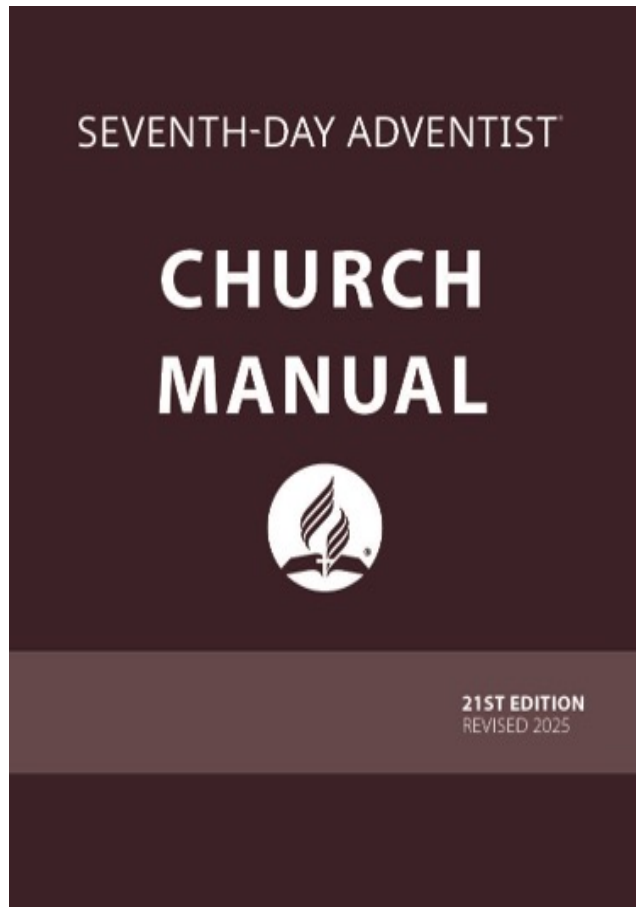




Every organization requires structure and a system of authority to survive and function effectively.

1b. The SDA Church, Organized for Mission

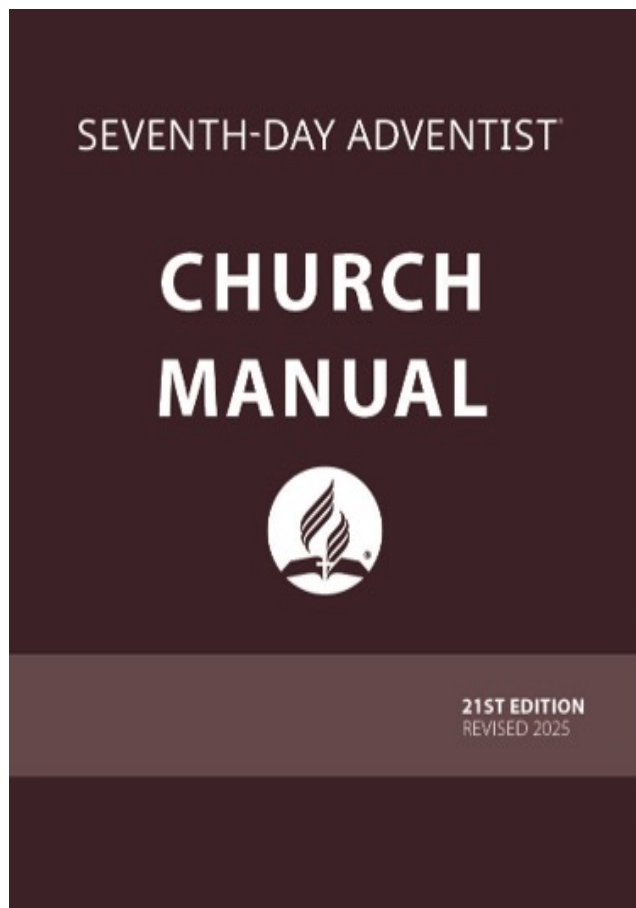




Order is achieved through principles and regulations that guide the Church in its internal operations and in the fulfillment of its mission to the world.

Church Manual P. 16

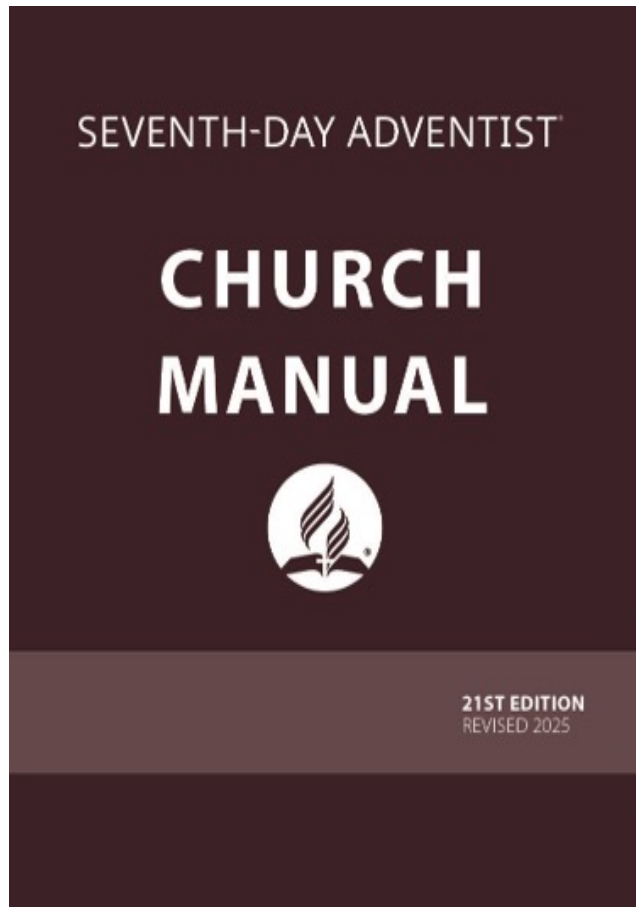




In order for it to be a successful ecclesiastical organization at the service of the Lord and humanity, **it needs order, rule, and discipline**. Scripture affirms that “all things be done decently and in order” (1 Cor. 14:40).

Church Manual P. 16





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Church Manual P. 16



“The church of Christ is in constant peril. Satan is seeking to destroy the people of God, and **one man’s mind, one man’s judgment**, is not sufficient to be trusted. Christ would have His followers brought together in church capacity, observing order, having rules and discipline, and all subject one to another, esteeming others better than themselves.”—3T 445.



Two Systems of Governance in the SDA Church

Ecclesiastical: Church

Institutions: ADRA,
IAH, BU, BASS, AMC



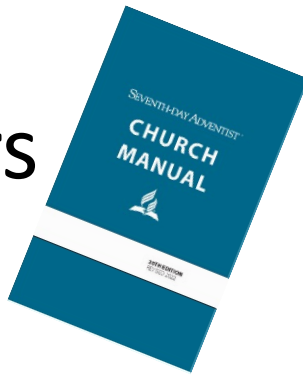
Core governance documents

Statement of Fundamental Beliefs

Articulate the Church's understanding of the Bible and its teachings

Church Manual

From its inception in 1931 was “an endeavor first to preserve all the good actions taken through the years and then to add rules required by the Church’s increasing growth and complexity.”



Core governance documents

General Conference *Working Policy* (ECD
working Policy)

...is “the **authoritative voice** of the Church in matters relating to the administration of the work of the Seventh-day Adventist denomination in all parts of the world”

(GCWP – Introduction)



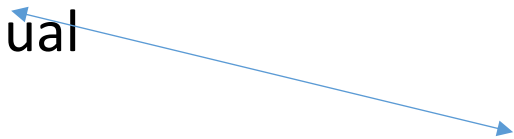
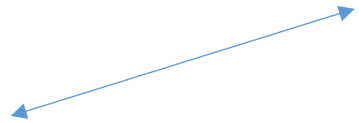


Church Manual



Statement of Fundamental
Beliefs

Working Policy



B 15 05 Authoritative Administrative Voice of the Church—The General Conference *Working Policy* contains the Constitution and Bylaws of the General Conference, the Mission Statement and the accumulated or revised policies adopted by General Conference Sessions and Annual Councils of the General Conference Executive Committee. **It is, therefore, the authoritative voice of the Church in all matters pertaining to the mission and to the administration of the work of the Seventh-day Adventist denomination in all parts of the world.**



B 15 10 Adherence to Policy Required—1. The East Central Africa Division (ECD) *Working Policy* shall be strictly adhered to by all organizations in every part of the division territory. The work in every organization shall be administered in full harmony with the policies of the General Conference and of the ECD respectively.

No departure from these policies shall be made without prior approval from the General Conference Executive Committee, except as stated below.



Policy Reality

Policy is like a skeleton that provides support and protection for the Church and allows us to move forward in a coordinated way



**Policy is intended not to restrict
Mission but to strengthen it.**

**Mission Without accountability
destroys credibility**



*“...policy never matters
until it matters, and
then it matters a lot.”*



**“...If you throw policy
away sooner or later policy
will throw you out.” (Pr.
Moorooven)**



2.0 Critical policy aspects

D 15 Union Mission

Model Operating Policy

Article XI—Officers and Their Duties

Article XI—Officers

Sec. 1. Executive Officers: The executive officers of this union mission shall be a president, a secretary, and a treasurer/ chief financial officer.



Article VI—Officers

It is the duty of these officers, in consultation with one another, to carry forward **the work** according to plans, policies, and programs voted by the (1) division executive committee, the (2) constituency in session, and/ or the (3) union executive committee.



Article VI—Officers

These plans, policies, and programs shall be in harmony with the **Fundamental Beliefs** and actions adopted and approved by the **General Conference** of Seventh-day Adventists in its quinquennial sessions



The phrase “**for cause**” when used in connection with removal from an elected or appointed position, or from employment, shall include but not be limited to

- 1) incompetence;
- 2) persistent failure to cooperate with duly constituted authority in substantive matters and with relevant employment and denominational policies;
- 3) actions which may be the subject of discipline under the *Seventh-day Adventist Church Manual*;
- 4) failure to maintain regular standing as a member of the Seventh-day Adventist Church;
- 5) theft or embezzlement; or
- 6) conviction of or guilty plea for a crime.



Sec. 2. Other Officers: Other individuals may serve as officers of the union mission, such as associate secretary and associate treasurer.



The Mission Structure

a. President: The president, who shall be **an ordained minister of experience**, is the first officer and shall report to the executive committee of the union mission in consultation with the secretary and the treasurer/chief financial officer.



EXECUTIVE COMMITTEE

```
graph TD; EC[EXECUTIVE COMMITTEE] --- S[Secretary]; EC --- P[President]; EC --- T[Treasurer]; S --- D[Driver]; P --- M[Mechanic]; T --- F[Fueller];
```

Secretary

Driver

President

Mechanic

Treasurer

Fueller

Functions of the Executive Officer

President

- Visionary
- Leads in setting overall direction
- Overseer of the general organization

Secretary

- Agendas, minutes, statistics, policy, church Manual
- Leads office operations
- All mission operations

Treasurer

- Overseer of finances
- Wills and Trusts
- Property management

Article XII—Directors of Departments/Associations/ Services

Article XII

Sec. 1. Advisory Role: The directors of departments/associations/services of this union mission shall work **under the direction** of the executive committee and the president, and shall serve in an **advisory** relationship to the field.



B 55 15 Local Mission/Field President—

The local mission/field president appointed by the union is a member of the union committee and is the union representative in the conduct of the work in the local mission/field to which he has been appointed. He shall, with the local mission/field committee, supervise and carry forward the work in the local mission/field.



If Christians were to **act in concert**,
moving forward as one, under the
direction of **one Power**, for the
accomplishment of **one purpose**,
they would move the world.

[Testimonies for the Church, Volume 9, p. 221]

