

Strategic Plan

July 2004 – June 2007

Introduction

This strategic plan is a set of operating principles and values that will guide the work of Kristus over the next three years. The intent of the plan is to focus the energy of our Board, members and partnering organizations to accomplish the following:

- Create and fill important staff positions,
- Expand our partner network to involve key people and organizations related to our mission,
- Obtain the financial resources required for us to do our work, and
- Improve the quality of life in those developing communities that have asked for our support.

Mission Statement

The mission of Kristus is to promote justice, peace and wholeness among underserved communities in developing countries by implementing health, education and micro-enterprise development projects; and fostering cross-cultural friendship and understanding in light of Gospel values.

As a community of people of many faiths and cultures united in service to Christ, Kristus embodies the following core characteristics and values:

- Informal, energizing and willing to build community across cultures
- Catalytic, facilitative and supportive of people's gifts and talents
- Cultivating mutuality and "learning communities"
- Conciliatory with all our government, academic and business partners
- Relational and focused on people and friendship – not money
- Reflecting upon our lives as Christians
- Encouraging inter-faith cooperation and action

Description of Kristus

Kristus is a dynamic group of people dedicated to building a just, humane and sustainable global society in light of Christian values. We embrace an approach to mission and development which is theologically rooted in *Missio Dei* – an understanding that mission is the work of the Triune God for the sake of others. Kristus is continuously receptive to the myriad manifestations of the Holy Spirit. The gentle and inclusive presence of Christ is our compass and companion on the Kristus journey. At the root of our work is an ethos that embodies an alternative view of development – one that transcends borders, embraces global friendship, cultivates freedom from exploitation and promotes interfaith harmony. Our projects are currently focused on meeting needs of economically disadvantaged tribal communities in underserved areas of Papua New Guinea and the Philippines. Over the next three years, we also intend to initiate a project in Cambodia. Our members come from across the United States and from around the world. Energy and excitement characterize what we do. Kristus is synonymous with exploration, challenge and adventure!

Holistic Community Development

Kristus builds upon the cultural values and spiritual beliefs that exist in a community where it works. Culture and spirituality often provide meaning and motivation for people to improve their quality of life, and Kristus embraces these as vital elements for establishing long-term relationships and promoting equitable human development.

Kristus emphasizes three core circles of activity in its work: health care, education and micro-enterprise development. The common ground around which these activities converge provides fertile opportunities to form authentic cross-cultural relationships that evoke qualities of faith, spirituality, and understanding. Based upon this common ground, Kristus employs a holistic community development model that:

- **Encourages full participation of community members**
- **Supports community efforts to achieve economic self-reliance**
- **Becomes companions and equal co-workers with the communities we support**
- **Links with existing faith-based community structures (e.g., indigenous church bodies and inter-church development programs)**
- **Commits to long-term processes based on building relationships**
- **Operates in a framework of engaging love and clarity of purpose**
- **Involves people of different faiths and cultures to facilitate ongoing community transformation – not only within their own community but within Kristus as well**

Once a community has developed its self-reliance based on participation and skill-building within one or more core circles of activity, it will no longer be dependent upon the support of Kristus. Ideally, the community will reach out and assist another community by transferring knowledge and skills. At this stage, Kristus assumes the role of an adviser and resource identifier.

Strategies and Activities

Health care, education and micro-enterprise development form the foundation on which Kristus begins its work in a community.

In terms of health care and education, many communities in developing countries lack the infrastructure to directly support these services. Kristus attempts to address this challenge by an outreach strategy that embraces the full potential of indigenous professionals working with receptive communities. We emphasize training and support of local health care workers and educators in order to equip them with skills and tools to work effectively with community members.

In the area of micro-enterprises, Kristus focuses on developing tribal or village-based economic activities that lend themselves to ethical entrepreneurial potential. Two primary emphases of Kristus micro-enterprise development activities are:

- **Adventure travel which embraces several types of experiential travel: short-term mission trips, sacred and initiatory journeys, community travel and eco-treks.**
- **Marketing a variety of village-based products such as tribal arts and artifacts, cultural knowledge, music and folklore, coconut products, coffee, vanilla and other spices.**

Two other integrative components characterize the community development model used by Kristus: communication and collaborative use of resources.

Communication

Communication includes creative use of web-based technology, multi-media presentations to interested groups and organizations, and publications.

Web-based activities are particularly germane to the mission of Kristus and will be fully explored to:

- **Apply capacity building technology**
- **Enhance a variety of skill building activities**
- **Engage individuals in distance learning**
- **Promote opportunities for adventure travel**
- **Market village-based products**
- **Distribute digital media**
- **Promote and augment access to information**

Multi-media presentations include use of digital video. A variety of documentary and narrative productions that portray the work of Kristus will be shared with selected audiences. Productions will span historical, ethnographic and dramatic genres. Specific themes to be explored include:

- **Journeys of faith formation and transformation**
- **Social justice in the context of community development**
- **Tribal struggles and cultural survival**
- **Cross-cultural contact and conflict**
- **Colonialism, post-colonialism and mission**

Completed productions will be distributed via formal or informal house and fellowship gatherings, congregation and parish events, and selected film festivals. Internet distribution via the Kristus web site and other means of independent distribution will be explored.

Publications will include print material such as Kristus brochures describing our purpose and activities; brochures to help market village-based products, and promotional literature regarding other Kristus-sponsored activities. Members will be encouraged to publish relevant information about their experiences with Kristus. Outlets may include, for example, social science literature, mission and development journals, and other spiritual and faith-based magazines.

Collaborative Use of Resources

Resource identification and use will be explored primarily through relationship-building with a variety of individuals and organizations. All Kristus members will be encouraged to pursue these efforts via creative and proactive means. Examples of specific types of relationship-building activities include networking, informal partnerships, and cross-cultural exchanges of Kristus members. The intent of this relationship building will be to create a synergistic effect that enhances and expands the work of Kristus.

Kristus' approach to collaborative use of resources first seeks the common ground from which unity of purpose takes root. As relationships grow and are nourished by Kristus members, a sacred space is cultivated which encourages creative, interpretive approaches to project implementation and engenders spiritual freedom as embodied in Christ. The defining element guiding all Kristus relations and providing clarity to our purpose is love.

Current and Future Activities

Activities are underway or planned in three geographic areas: Papua New Guinea, the Philippines and Cambodia. Specific activities for 2004-2007 are identified below:

2004 (July – December)

- Establish Kristus PNG Distance Learning and Resource Center at Yagaum Hospital
- Identify health experts to be available to communicate with Yagaum Hospital staff
- Train medical staff in computer basics and web-based technology
- Establish distribution site for Kristus PNG village products to be marketed in the US
- Design strategies for web-based marketing of Kristus PNG village-based products
- Identify activities for Kristus Philippines with Abatan Hospital
- Production of Kristus Philippines documentary

2005 (January - June)

- Make available distance learning courses for Yagaum Hospital and Kristus PNG staff
- Market PNG village products on the Kristus web site
- Pre-production of Kristus PNG documentary
- Explore potential micro-enterprise development activities for Kristus Philippines
- Post-production and distribution of Kristus Philippines documentary

2005 (July – December)

- Organize Kristus PNG adventure travel and tribal arts group
- Link Divine Word University students with Kristus PNG
- Production of Kristus PNG documentary
- Explore potential geo-mapping of tribal boundaries for environmental conservation
- Establish Kristus Philippines Distance Learning and Resource Center at Abatan Hospital
- Develop marketing strategies for Kristus Philippines micro-enterprise development
- Preliminary contact with Cambodian representatives for future Kristus Cambodia project

2006 (January – June)

- Post-production of Kristus PNG documentary
- Explore developing Distance Learning Center in a village school in PNG
- Explore developing Distance Learning Center in a village school in the Philippines
- Refine marketing strategies for Kristus PNG and Kristus Philippines products

2006 (July-December)

- Continue projects as needed

2007 (January – June)

- Facilitate “community to community” transfer of knowledge and skills

Structure and Staffing

STRUCTURE

Kristus intends to do its work based on a relational model of mission that transcends global boundaries, respects religious and cultural differences, and builds long term relationships. Decentralization, mobile allocation of resources, and staff that are adaptable to the changing demands related to our mission are integral to the Kristus organizational culture.

In essence, Kristus is a virtual organization that places its focus and resources on the people who are working together in local communities across the globe to achieve our mission. Kristus members normally operate from their homes; a mailing address is maintained at Christ Lutheran Church in Baltimore, Maryland. Activities and communication between members are primarily reliant on the telephone, e-mail, the internet and the Kristus web site. Instant messaging (IM) and internet based calling are being explored as ways to enhance communication. Meetings are held as needed in members' homes, offices and local community organizations where Kristus supported projects are being implemented.

STAFFING

Kristus will use a hybrid staffing pattern to accomplish its mission. This involves flexible groupings of people involved in the administration of the organization itself or in the implementation of specific projects. These groupings include:

- **Salaried staff**
- **Consultants**
- **Outsourcing**
- **Stipend support**
- **Student interns**
- **Volunteers**

Salaried staff may be full or part-time. Consultants, with specific sets of knowledge and skills required for a project, may be paid on a per diem basis or on a cost only basis that is negotiated case-by-case. These consultants, identified by Kristus members, conduct their work based on values that are aligned with those of the organization. Outsourcing will be used for specific services, such as payroll, whenever it is cost effective to do so. Stipends are provided to support individuals who are working on projects in developing communities. They are used to offset expenses involved in doing the work and are also decided on a case-by-case basis. Student interns may be placed in Kristus USA or Kristus sponsored projects in developing countries. Volunteers represent the core of Kristus staffing both in the U.S. and in developing countries.

Current and Proposed Staffing Pattern

The current staffing of Kristus consists of a part-time, volunteer President, Dr. Bruce Grant. A part-time Mission Developer in Papua New Guinea, Rev. Igorir Saul, is supported with an occasional stipend. To date, several consultants have been paid on a cost only basis. A growing number of volunteers provide support to Kristus projects in the U.S., Papua New Guinea and the Philippines.

By the first half of 2006, it is anticipated that Kristus will have a salaried, part-time Executive Director and a salaried part-time Program Manager in the U.S. The responsibilities of the Program manager will include specific development tasks, assisting in fund raising, and supporting counterparts in PNG, the Philippines and Cambodia. By the second half of 2006, a part-time salaried Project Assistant will be hired to assume general administrative tasks as needed at the discretion of the Executive Director.

The attached Kristus organizational Diagram shows the relationships not only among Kristus USA and in-country projects, but our organizational partners and consultants as well. Since Kristus is not a hierarchical organization, a circle was chosen to represent the core value of creating inclusive communities and long term relationships. In visual imagery, the circle is symbolic of the globe. The line across the circle represents the mission of Kristus. The mission is supported by all of the globally dispersed staff and volunteers, partner organizations and Board of Directors. The upper half of the circle (Northern Hemisphere) is smaller to acknowledge that most of the work of Kristus is directed toward the Southern Hemisphere. It also portrays various South-South relationships among Kristus supported projects. The circles representing volunteers and Kristus partners are largest. This acknowledges the significance not only of the numbers of people involved, but their commitment as well.

Financial Resources

Seed money for Kristus projects was provided by Christ Lutheran Church (Baltimore, Maryland) and individual donors. While additional funding from church-based groups and individual donors will continue to be solicited, Kristus will focus on applying for and receiving corporate donations. Corporate donations typically allow significant latitude and flexibility in their criteria for awards. Corporate donations will be used to fund various Kristus related activities, as well as to pay selected salaried positions.

The long range financial goal of Kristus is to augment funding from grant applications and individual donations with self-supporting revenues based on entrepreneurial enterprises. Moreover, providing expert services aligned with our values and project areas to selected organizations will also be explored as a means to generate revenue.

Summary

Over the next three years (July 2004 – June 2007) Kristus will focus its efforts on meeting needs of economically disadvantaged tribal communities in Papua New Guinea, the Philippines and Cambodia. Community projects will include health care, education and micro-enterprise development. Web-based technology and other educational media will be used to our fullest potential. Resource identification and use that promotes community development and transformation will be fully explored. Staff will be identified and hired, and a fund raising plan initiated. Whereas individual donations and corporate grants will remain a significant source of funding for Kristus, long-term goals are to augment these financial resources with revenue generated from ethical entrepreneurial activities that benefit tribal communities and also by providing a variety of expert services.