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# MISSION-EFFECTIVENESS EVALUATION HANDBOOK

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Office of  
Archives, Statistics,  
and Research

2018



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General Conference Office of Archives,  
Statistics, and Research

# **Mission-Effectiveness Evaluation Handbook**

Second Edition  
2018

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General Conference of Seventh-day Adventists  
Office of Archives, Statistics, and Research

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# Abbreviations

ASTR	Office of Archives, Statistics, and Research
CSS	Critical Self-Study
FPWG	Future Plans Working Group Committee
GC	General Conference of Seventh-day Adventists
RFP	Request for Proposals
SKI	Statement of Key Indicators
FYNA	For Your Notice and Action



Dear Colleagues,

The executive officers of the General Conference have tasked the Office of Archives, Statistics, and Research (ASTR) with undertaking mission-effectiveness evaluations of major denominational entities. We see the evaluation process as a collaborative one of internal reflection and external research, moderated and ultimately brought together by ASTR. We want to help your organization to build on existing strengths, enhancing its effectiveness in meeting its assigned mission and contributing to the wider mission of the Seventh-day Adventist Church.

This Handbook is intended to help guide your organization through the evaluation process, which we want to be as transparent and efficient as possible. Inevitably it will take time and work on your part, but working collaboratively the process can be streamlined. Moreover, it will ultimately be a productive experience. Part of the Handbook is dedicated to showing the Biblical and theological underpinnings of assessment and evaluation. It is a potentially powerful tool for enhancing the mission of the Seventh-day Adventist Church.

We believe that mission-effectiveness evaluations of individual entities can help to build a wider culture of assessment in the world Church. As Adventists, we ought to be interested in collective improvements in how we minister to Church members and reach out to the world, and in improving ourselves to better reflect God's character and His love for the world.

Part I of this Handbook deals with evaluation in general: its purpose, ASTR's philosophy and approach, and relevant Biblical-theological principles. Part II outlines exactly how ASTR will work with your organization in evaluating its mission-effectiveness, including a detailed step-by-step guide to the process. It includes a comprehensive guide to what we will need from your organization, and templates for the documentation your organization will need to provide ASTR.

This Handbook is intended to provide a clear and comprehensive understanding of expectations throughout the evaluation process. We very much hope it will enable close mutual cooperation, and an efficient and fruitful evaluation that strengthens both your organization and the wider Seventh-day Adventist Church.

Your brother in Christ,

A handwritten signature in black ink, appearing to read 'David Trim', followed by a long horizontal flourish.

David Trim, PhD

Note: The actual process for evaluation described hereinafter was approved by the Future Plans Working Group (2012), acting under the authority delegated to it by the General Conference Administrative Committee.

# Research and Evaluation Vision Statement

To build a culture of self-assessment and external, research-based evaluation among Seventh-day Adventist entities, in order to enhance the mission effectiveness of each entity, and the overall harmonious and efficient operation of the global Adventist Church as “God’s appointed agency for the salvation of men” (EGW, *Acts of Apostles*, p. 9).

# Research and Evaluation Mission Statement

To assist the Seventh-day Adventist Church in analyzing, evaluating, and enhancing the mission-effectiveness of its agencies, programs, and ministries.

God will work for us when we  
are ready to do what we can  
and should do on our part.

*Ellen G. White*  
The Southern Watchman,  
March 15, 1904

# I. Objectives, Philosophy, and Biblical View of Mission-Effectiveness Evaluation

## 1. Philosophy and Objectives

The General Conference of Seventh-day Adventists has commissioned the Office of Archives, Statistics, and Research (ASTR) to conduct and coordinate research in different areas of church life and ministry. Church leadership recognizes a need for professional research into the operations of organizations and programs to determine the effectiveness of initiatives established to fulfill specific purposes within the overall mission of the church.

Evaluating the mission effectiveness of church programs, agencies, and organizations is based on the philosophy that all denominational entities are vital parts of the global Seventh-day Adventist Church. They share common beliefs, a common mission, and the same confidence in the Second Coming of Jesus. Each organization, agency, or program should be able to demonstrate that its use of resources and its scope of activity achieve the purposes for which it was established. Further, all plans, programs, and objectives should be in harmony with the mission of the worldwide Seventh-day Adventist Church. Since the performance of any one denominational entity inevitably has an impact on the functioning and resources of the whole, it is in the interest of the whole church that the effectiveness of organizations and programs be reviewed from time to time and that the results of such reviews be factored into future planning.

The objectives of evaluating mission effectiveness are to:

- Improve the effectiveness of mission to those outside the Seventh-day Adventist Church
- Enhance pastoral ministry to, and discipling of, church members
- Assist denominational organizations and denominationally-funded programs to achieve optimal efficiency
- Perform data analysis, identifying strengths and weaknesses of denominational entities or programs in relation to their mission objectives
- Provide an informed basis for global strategic planning and integrated evangelism
- Understand current trends, facts, and growth potential in church life and ministry
- Motivate necessary changes

Based on assignments determined by General Conference administration, ASTR will

**It is in the interest of the whole church that the effectiveness of organizations and programs be reviewed from time to time and that the results of such reviews be factored into future planning.**

evaluate the effectiveness of denominational organizations and programs in meeting their mission and contributing to the wider mission of the Seventh-day Adventist Church. These evaluations are not intended to result in structural or departmental changes. They will focus on the specific purpose of each organization or program in the context of the Church's mission; the core values of unity, growth and quality; and the Church's code of ethics. Each denominational agency or organization going through the process of evaluation is expected to cooperate with the Research and Evaluation Team, submit a Statement of Key Indicators (SKI) and a Critical Self-Study (CSS) document, and to assist any contracted research team. Preferably, each denominational entity should carry out its own process of self-evaluation on an ongoing basis. This should result in continual improvement of its performance and fulfillment of its mission.

## 2. Definitions and Perceptions

According to a common business definition, evaluation is a "rigorous analysis of completed or ongoing activities that determine or support management accountability, effectiveness, and efficiency."<sup>1</sup> According to the Merriam-Webster dictionary, to evaluate is "to determine or fix the value of" (someone or something) or "to determine the significance, worth, or condition of" (someone or something) "usually by careful appraisal and study." A specialist in evaluation has stated that "the evaluation process identifies relevant values or standards that apply to what is being evaluated, performs empirical investigation using techniques from the

social sciences, and then integrates conclusions with the standards into an overall evaluation or set of evaluations."<sup>2</sup>

**Preferably, each denominational entity should carry out its own process of self-evaluation on an ongoing basis. This should result in continual improvement of its performance and fulfillment of its mission.**

Each of us meets evaluation quite often in our everyday life: we have medical checkups and we have tests run on vehicles and various appliances in our homes to ensure they are working properly. However, when it comes to the church setting, we tend to pay more attention to assessing the accuracy of financial accounts than the effectiveness of programs, ministries, or organizations. We work hard on proj-

ects and frequently desire that all our efforts, time and energy put into mission activities be recognized and called successful without having been evaluated. In addition, sometimes we even actively resist evaluation in church work. Why? In part because:

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<sup>1</sup> <http://www.businessdictionary.com/definition/evaluation.html>

<sup>2</sup> <http://www.merriam-webster.com/dictionary/evaluate>; <https://www.scribd.com/document/304260274/4-Michael-Scriven-on-the-Differences-Between-Evaluation-and-Social-Science-Research>

- We view it as a threat to our self-esteem and even our reputation. We take it personally, as an attack that will destroy our good image and everything we have achieved.
- We subconsciously connect it with the school experience, where grades were not always objective but labeled us as losers or winners. And naturally we don't want to be losers.
- We connect it with divine judgment, and, of course, we don't want to be judged.
- We may be afraid that we will hear the words that King Belshazzar saw on the wall: "You have been weighed on the scales and found wanting;" and we might fear that the next phrase will be, "Your kingdom is divided and given to [others] . . ." (Dan. 5:27-28).<sup>3</sup>
- We have had limited experience with evaluations that had positive outcomes.
- We are uncertain how evaluation will be done.
- We are not comfortable with the thought of exposing our weaknesses, and fear that negative results, made public, would tarnish the image and reputation of the organization.
- We are tired of reports.
- We perceive it as a secular tool for businesses, rather than a biblical approach appropriate to the church.

### 3. Biblical Concepts and Principles for Evaluating Mission Effectiveness

Some obvious questions arise: Is evaluation a concept present in the Bible? Does God want His church to evaluate its decisions, strategies, and activities? Is mission-effectiveness evaluation necessary for healthy church life and ministry? Let us consider some basic biblical concepts and principles for evaluation.

#### A. Biblical Concepts of Evaluation

There are three biblical concepts that imply evaluation: good stewardship and appraisal; spiritual growth; and accountability.

##### 1) Good stewardship and appraisal

- God's first assessment is found in the account of creation. After each day God gave a summative appraisal that all things He created were good, and at the end of the creation week the report of His evaluation was "it was very good" (Gen. 1: 31)
- Adam and Eve were appointed as God's stewards of the garden of Eden and the whole earth (Gen. 1:26-28; 2:15)

**There are three biblical concepts that imply evaluation: good stewardship and appraisal; spiritual growth; and accountability.**

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<sup>3</sup> All Scripture quotations, unless otherwise indicated, are taken from the Holy Bible, New International Version.

- The shepherd and the flock; including the image of the good shepherd, the unfaithful shepherds of Israel, and the parable of the lost sheep (Ps. 23; Ezek. 34; Luke 15:1-7)
- The master and two (faithful and unfaithful) servants (Matt. 24:45-51)
- The parable of the tower builder and his calculations before beginning his building project (Luke 14:28-29)
- The parable of the talents and three servants (Matt. 25:14-30, esp. 19, 21, 23, 27)

We can conclude that good stewards, or good and faithful servants, are those who are wise enough to do regular appraisals, helping their flocks or investments to increase. Such good stewards will hear the words of the Master, "Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!" (Matt. 25:21). So, to be a good and faithful servant means to make appraisals and evaluation.

## 2) Spiritual growth

- Jesus in His childhood "grew in wisdom and stature, and in favor with God and man" (Luke 2:52)
- Paul's call to us is that we should "grow to become in every respect the mature body of him who is the head, that is, Christ" (Eph. 4:15), "until we all reach unity ... and become mature, attaining to the whole measure of the fullness of Christ" (Eph. 4:13), and bear the fruit of the Spirit (Gal. 5:22-26)
- The parable of the unfruitful fig tree gives us Jesus' assessment of the situation when there is no fruit (Luke 13:6-9; Mk. 11:20)
- Paul's evaluation of the spiritual condition or growth of some believers: "Brothers and sisters, I could not address you as people who live by the Spirit but as people who are still worldly—mere infants in Christ. I gave you milk, not solid food, for you were not yet ready for it. Indeed, you are still not ready." (1 Cor. 3:1-2)

In addition to the idea that God expects every believer and every church community to experience spiritual growth and bear good fruit, God expects progress in church ministries and desires that they, too, bear good fruit.

## 3) Accountability

- God's questions to Adam and Eve: "Where are you?" "What is this you have done?" (Gen. 3: 8-13); His enquiry to Cain: "Where is your brother Abel?" "What have you done?" (Gen. 4:9-10)
- The parable of the talents (Mt. 25:14-30): "the master returned and settled accounts with them" (25:19); "You should have put my money on deposit with the bankers, so that when I returned I would have received it back with interest." (25:27)
- Reports of Jesus' disciples after their missionary journey: "The apostles gathered around Jesus and reported to him all they had done and taught." (Mk. 6:30)
- Accountability on the Day of Judgment: "God is going to judge everything we do,

whether good or bad, even things done in secret” (Eccl 12:14). “And all were judged according to what they had done” (Rev 20:13).

It is notable that in the Old Testament, those who did not want to be punished on the day of final Judgment had to be regularly reconciled with God on the Day of Atonement. The idea of regular evaluation is present.

## B. Biblical Principles for Evaluating Mission Strategies

Mission-effectiveness evaluation should not be viewed as a separate exercise after a mission project is complete, but rather as a necessary component in a mission initiative, one of several different links in a chain. This chain of mission enterprise (see below) should start with vision and mission and then include assessment of the existing situation; assessment of the resources; creating a strategy; the actions to carry it out; evaluation of the results; and modification of the strategy, if any changes are needed.

**Figure 1. Mission Enterprise Chain**



### 1) Biblical examples of assessing the existing situation and resources

**a) Assessing the situation.** Before we develop a strategy or implement it, we need to make an evaluation of the situation:

- Twelve spies sent by Moses to explore the land of Canaan following God’s order with detailed instructions of what to investigate (Num. 13:1-17)
- Two spies sent to Jericho “Go, look over the land,” he said, “especially Jericho” (Joshua 2:1)
- Spies sent to reconnoiter the region around Ai (Joshua 7:2)
- God inspiring Gideon to go into the enemy camp at night to see and to listen (Judges 7:9-10)
- Nehemiah’s night-time inspection of the walls of Jerusalem (Nehemiah 3)

**b) Assessing resources.** Next comes evaluation of the resources:

- God’s question to Moses from the burning bush: “What do you have in your hand?” (Ex. 4:2)
- Jesus’ question to the disciples facing the hungry crowd: “How many loaves do you have? . . . Go and see.” (Mk. 6:38)
- Elisha’s question to the widow: “What do you have in your house?” (2 Kings 4:2)
- God’s order to count the people of Israel (Num. 3:40; 4:1)
- God’s advice to Gideon to count and limit his army (Judges 7:1-7)
- Resource evaluation is implicit in the description of the church as the Body of Christ (1 Cor. 12:12-31; Eph. 1:23; 4:11-13)

### 2) Biblical examples of evaluating results and modifying strategy

**a) Evaluating the results.** After strategy and action we need to evaluate results:

- Reports of the 12 disciples to Jesus (Mk. 6:30)
- Reports of 72 disciples to Jesus (Luke 10:17)



- The parable of four kinds of soil and results (Mk. 4:1-20)
- The disciples and the boy with the evil spirit: “Why could not we drive it out?” (Mk. 9:28)
- Peter’s report of the baptism by the Holy Spirit of Cornelius’ household (Acts 10-11)
- Christ’s evaluation of the seven churches (Rev. 2; 3)

Results should also be evaluated in light of relevant vision and mission statements: if we don’t tie evaluation to mission statements, we can repeat the mistake of the 10 unbelieving spies whose evaluation of the situation in Canaan led God’s people into a strategy that contradicted the mission and vision they received from God. And sadly it was corrected only after 40 years of wandering in the desert. Evaluation always has to be checked against the vision and mission we have chosen—and then against the vision and mission of God.

**b) Modifying strategy. Evaluation of results may result in modified strategy:**

- Recommitment, modified strategy, and victory over the town of Ai (Joshua 7; 8)
- The apostles’ evaluations of the causes of conflict led them to a new strategy of member care by deacons (Acts 6:1-7)
- Jerusalem council—significantly different approach to Gentiles (Acts 15)
- Letters to the seven churches from Revelation of Jesus (Rev. 2: 3)—great need of changes

In sum, the concept of evaluation is present in the Bible. We have to be faithful stewards and regularly evaluate our activities and mission strategies. However, according to biblical examples, the challenges faced by God’s people were almost always greater than were their resources. But for God, the main point was always a commitment to the task and a willingness to move forward in accord with His will and direction. God’s promise is “‘Not by might nor by power, but by my Spirit,’ says the Lord Almighty” (Zech. 4:6).

Our ideas are altogether too narrow. God calls for continual advancement in the work of diffusing light. We must study improved ways and means of reaching the people. We need to hear with ears of faith the mighty Captain of the Lord’s host saying, ‘Go forward.’ We must act, and God will not fail us. He will do his part, when we in faith do ours.

*Ellen G. White,*  
 “Appeals to Our Missions,” in *Historical Sketches of the Foreign*  
*Missions of the Seventh-day Adventists*, 289-290.



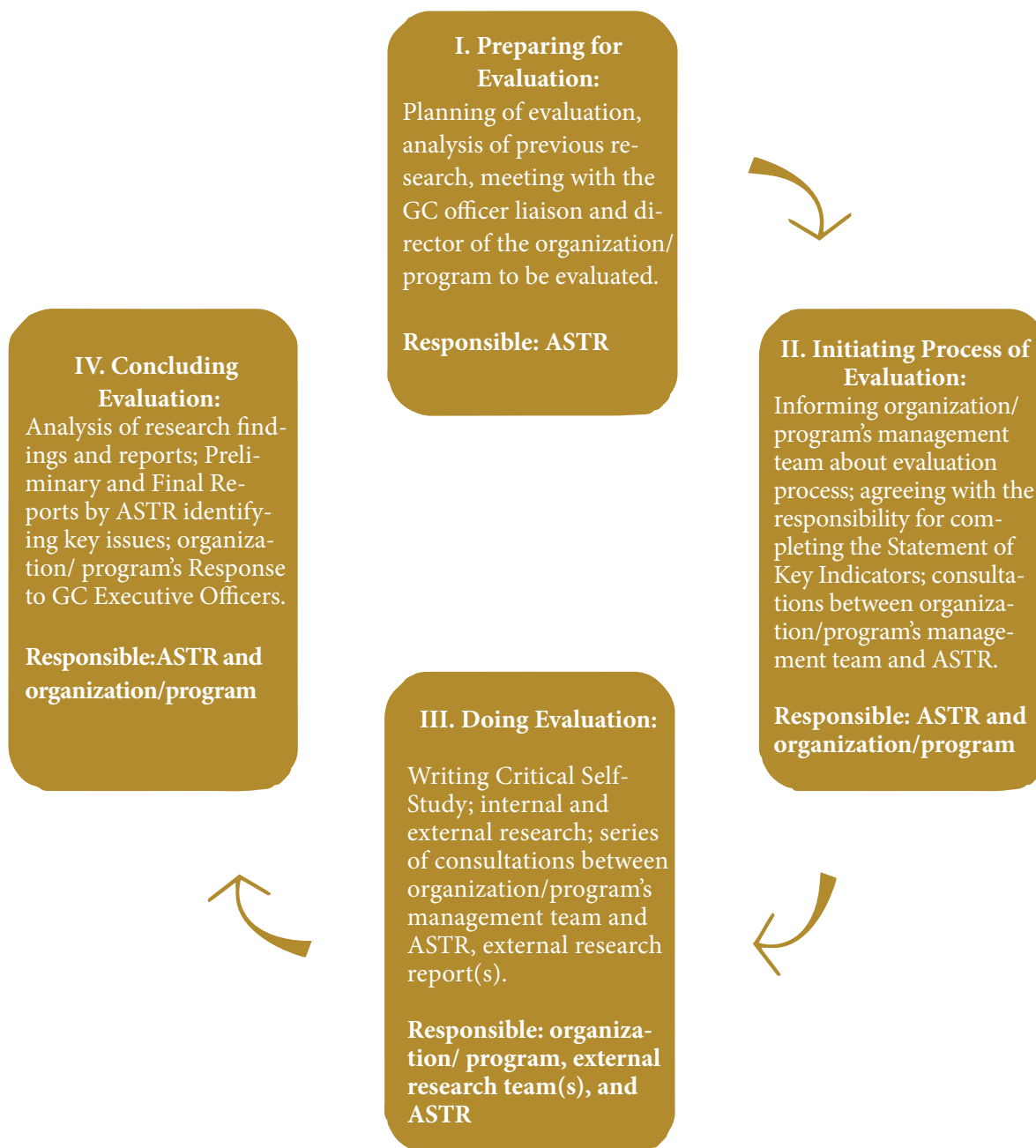
## II. Steps of Mission-Effectiveness Evaluation

### Questions you may want to ask us:

- Q.1. What are the stages of the evaluation process?
- Q.2. Who will be involved in this process and how will it progress?
- Q.3. What role will the organization play in research for the evaluation?

### 1. Overview of Evaluation Process

**Figure 2. Stages of Evaluating Mission-Effectiveness**



## 2. Evaluation Process and Ideal Progress

A step-by-step outline of the evaluation process follows; it shows in detail all stages, as followed by ASTR, including what is expected after the evaluation process is completed.

**Table 1. Step-by-Step Outline of Evaluation Process**

	#	Action	Person(s) Responsible	Date for Completion
Stage I	1.	Assignment of evaluation of organization/program to ASTR	GC Executive Officers	Several months before the evaluation process begins
	2.	Notification of evaluation sent to the director/president of the organization/program to be evaluated, its GC Vice-President (or other officer) liaison, and its governing board (if applicable)	Chair of FPWG	In advance of the first meeting of ASTR director and director/president of the organization being evaluated
	3.	Director/president of organization/program contacted and a meeting with ASTR director (and Evaluation assistant) scheduled	ASTR director	About a month before meeting of ASTR director with director/president of organization/program
	4.	Mission-Effectiveness Evaluation Handbook sent to the director/president of the organization/program	ASTR Evaluation manager	In advance of meeting in Step 5
	5.	Meeting of director/president of organization/program with ASTR director (and Evaluation assistant)	ASTR director	According to schedule
Stage II	6.	Consultation #1 between ASTR and the director/president and senior management team to acquaint them with the process	ASTR director and/or Evaluation manager	Several days after the first meeting with director/president of organization/program
	7.	Specific dates for submission of SKI to be agreed	ASTR director/Evaluation manager	During the meeting of Step 6
	8.	Preparation of SKI of the organization/program to commence	Director/president of the organization/program	When documentation received or after Consultation #1
	9.	SKI to be submitted to ASTR	Director/president of the organization/program	Ideally, four weeks after Step 4
Stage III	10.	Request for Proposals (RFP) for research completed and circulated to potential research teams	ASTR Evaluation manager	Within one month after receiving SKI from organization/program
	11.	Consultation #2 between senior management team of organization/program and ASTR. Guidelines for CSS explained. List of indicative research questions in RFP is shared	ASTR director and/or Evaluation manager	After SKI is submitted

Stage III cont.	12.	Proposals to be vetted and external research team(s) selected by ASTR	ASTR Evaluation manager	Within eight weeks after RFP issued
	13.	External research proposal(s) to be approved	FPWG Committee	Within one month after proposals are received
	14.	Development of research instruments	External researchers	After proposal(s) is (are) approved
	15.	Research instrument(s) approved	FPWG Committee	After surveys are developed and revised with the input of organization
	16.	Consultation #3 between senior management team of organization/ program and ASTR	ASTR Evaluation manager	After draft research instrument is received
	17.	External research begins	External researchers	After surveys are developed and approved
	18.	CSS of the organization/program submitted to ASTR	Director of the organization /program or designee	After CSS is completed
	19.	Written report(s) of external research submitted to ASTR	External Researchers	After external research is completed
	20.	External research reports shared with organization/program	ASTR	After external research reports are submitted to ASTR
Stage IV	21.	Preliminary Report by ASTR presented to Executive Officers	ASTR director and Evaluation manager	After external research is completed
	22.	Preliminary Report by ASTR to be reviewed by FPWG	FPWG Committee	After Preliminary Report is submitted to Executive Officers
	23.	Draft of Final Report by ASTR to be completed and presented to organization/program's senior management team for review	ASTR director and Evaluation manager	After Preliminary Report is reviewed by GC Executive Officers and FPWG
	24.	Consultation #4 between senior management team of organization/program and ASTR, to discuss the draft of Final Report	ASTR director and Evaluation manager	Within one week after draft of Final Report is sent to the organization
	25.	Final Report by ASTR submitted to GC Executive Officers, FPWG, organization/program and its board or oversight committee	ASTR director and Evaluation manager	After draft of Final Report is reviewed by organization/program and discussed with ASTR
	26.	Organization/program's senior management team drafts preliminary Response and submits to its board or oversight committee	Director/president of the organization/program	Within one month after Step 25
	27.	Final Response of organization /program to be submitted to GC Executive Officers, with copy to ASTR	Director/president of the organization/program	Within three months after Final Report is received

### 3. The Organization's Role in Research for the Evaluation

The organization being evaluated is asked to produce two important documents—a Statement of Key Indicators, and a Critical Self-Study. The second document is itself the product of an important internal process. The organization is also asked to liaise efficiently with ASTR and, if needed, any external research team, as the evaluation process develops.

#### A. The Statement of Key Indicators (SKI)

The SKI will include a summary of standard data about your organization/program (Part i) and a list of mission-effectiveness success/failure indicators (Part ii).

Please provide the following information. A lack of the requested records or documents should be identified, as should any practical difficulties you foresee in meeting this request.

#### Part i. Basic Data and Information

1. Brief description of your organization/program and scope of its activities
2. Concise history: important dates, names and major developments
3. Vision Statement
4. Mission Statement (if applicable). Please give your current mission statement, including reference to the committee or board that approved it and the date. Please list all previous mission statements (and the years adopted), if your organization/program has had several mission statements.
5. A Statement of Philosophy (objectives and values can be included) with an indication of whether it has been approved by a committee or board and, if so, the date
6. A strategic or master plan (for at least five years) for your organization/program with short-range goals. Plans for physical plant (if applicable), increase of staff, future programs and projects, and financial resources may be included.
7. Governance, Organization, and Administration. The following should be included (a diagram may be used as well):
  - a) Governance structure and organizational chart for your organization or ministry
  - b) Relationship of your agency to other church entities and organizations (GC, Board of Trustees, counterparts in the divisions)
  - c) Process by which decisions are made and communicated to the staff
  - d) List of administrative staff and their responsibilities
8. Describe your current financial situation:
  - a) Sources of income and the percentage that each type of income is in relation to total income, for the last three years, to be supplied as both table and chart
  - b) Major expense categories and the percentage that each type is in relation to total expense, for the last three years, to be supplied as both table and chart
  - c) Copies of current budget and latest audited financial statement
  - d) Other important information, including brief statement of rationale for current budget
9. Staff: numbers of full-time, part-time, and contract workers
10. Publications and Media Production: a list and a brief description of all institutional publications, media productions, websites or other institutional information available through the Internet (if applicable)
11. Advertising: examples of marketing and advertising material used (if applicable)
12. Feedback system: explain the ways through which your organization receives feed-

back from your stakeholders and describe communication channels with them.

### **Part ii. Mission-Effectiveness Success/Failure Indicators**

1. List three to five key success/failure criteria for your organization/program.
2. Identify areas on which you would like to have data.

Please use the SKI attached form in the Appendix as a check list as you prepare the Statement, to ensure you have completed each section.

## **B. Guidelines for Mission-Effectiveness Evaluation Critical Self-Study (CSS)**

The CSS provides an opportunity for the organization/program/ministry to be an active participant in the evaluation research process, and to conduct its own analysis of its activities, resources and outcomes. Information and analysis should cover the specified time period unless otherwise stated. This self-study helps the management team to investigate strengths, weaknesses, areas for potential growth and improvement. It should be based on available facts, statistics, and (where applicable) previous research.

The CSS may also contain a response to any previous evaluation(s). In this case, there should be an indication of what has been implemented and accomplished in response to the recommendations and concerns.

It is important to note that the CSS enables the Research and Evaluation Team to see areas of excellence and areas for improvement through the eyes of insiders. Thus, it provides a crucially important basis for evaluating effectiveness, as well as fostering a self-critical quality-assurance process within the organization.

**The organization being evaluated is asked to produce two important documents—a Statement of Key Indicators, and a Critical Self-Study.**

### **Critical Self-Study Outline**

**Critical Self-Study for** \_\_\_\_\_ **(name of organization/program)** \_\_\_\_\_ **(period of time specified)**

#### **Part i. Response to the Previous Research and/or Evaluation**

This part may include:

1. Summary of the organization's response(s) to the recommendations and concerns in the Final Report of any previous evaluation (if applicable)
2. Summary of the organization's response(s) to reports on previous research studies, or to relevant committee or board actions (if applicable)

## Part ii. Mission Statement and Target Audience

Please fill in the table below with your answers:

1. Divide the whole history of your organization/program/ministry by time periods, label them, and fill in the table.
2. Write down your mission statement for each of these time periods. If your mission statement has never changed please specify this.
3. Based on the mission statement specify your target audience for every time period. If it had/has several target groups, list them in priority order.
4. If the audience actually reached by your organization/program/ministry is different from the target group, please list in the next column the audience reached for each time period.
5. Have there been any significant changes of target audiences between time periods? Were there any inconsistencies between mission statements and target audiences? What are the reasons? (Use the last column for your comments, and explanations).

**The Critical Self-Study provides an opportunity for the organization/program/ministry to be an active participant in the evaluation research process, and to conduct its own analysis of its activities, resources and outcomes.**

**CSS Table 1. Mission Statement(s) and Target Audience(s) <sup>4</sup>**

Time period	Name of the period	Mission statement and audience according to mission statement (in priority order, if several)	Audience actually reached (in priority order, if several)	Comments

## Part iii. Feedback Evaluation. Awareness of your Programs/Products/Services and their Relevance to Different People Groups

### a) Your programs/products/services and potential audience

Fill in the table below with your answers to the following questions:

1. What do you produce for your audience? Give a list of your programs/products/ser-

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<sup>4</sup>All tables are given as samples; the organization may modify and adjust them according to its specific situation and ministry.

vices for the last 12 months. Specify what age/social/other groups you plan to reach with the respective programs/products/services.

2. To what extent are your potential Adventist and non-Adventist audiences aware of each of your programs/products/services? Please answer this question on the basis of your present analysis, observation, and feedback from your audience during the last 12 months. Please use **a) Aware, b) Somewhat aware, c) Unaware** or **d) Do not know** for your answer in the last column.

**CSS Table 2. Programs/Products/Services and Target Groups' Awareness**

Programs/Products/Services	SDA Target Groups	Non-SDA Target Groups	Target Group Awareness
Programs (please list below main programs):			
Products (list below all products, e.g., journals, newsletters, calendars, etc.):			
Services (list below main services, e.g. websites, Bible lessons, etc.):			

3. Through what means do people learn about your organization/program/ministry or its programs/products/services? Please list them in priority order.

### **b) Relevance of your programs and services to different people groups**

Please fill in the tables below and answer questions using available statistics for the specified period. If the statistics are available only for last year or the current year, please specify in your answer/table.

1. Give annual totals, daily and monthly averages for calls/letters/visits/times, etc.  
Please enlarge the list, change the table or give additional information if needed.

**CSS Table 3. Calls/Letters/Visits**

<b>Year</b>									
	Per day (average)	Per month (average)	Per year (total)	Per day (average)	Per month (average)	Per year (total)	Per day (average)	Per month (average)	Per year (total)
Tele- phone calls									
Letters									
Email									
Website Visits									
Page Views									
Time spent on site									

2. Give statistics for responses received from your audience by telephone, email, letters, websites, social media (Facebook, Twitter, etc.) or other means for your daily and weekly programs/services (if applicable). List each major program/service separately in the first column. Please enlarge the list, change the table, or give additional information if needed. If your programming is too complex or varied to make this analysis practicable, please let ASTR know.

**CSS Table 4. Responses to Your Programs/Services**

<b>Programs</b>	<b>Average number per week</b>				
Daily Programs:	Telephone calls	Emails	Letters	Web responses	Other
Weekly Programs:					



3. Give available statistics (percentages) for age/gender/SDA-membership/other characteristics of people who gave their feedback to your organization/program/ministry during specified period (each year separately, if possible).
4. Analyze the satisfaction of these groups with your programs/services.
5. What proportion of the people who gave feedback perceive(d) your daily and weekly programs as relevant or helpful?
6. What kind of programs/services were/are the most popular in this period (list each year separately, if possible)? Please explain your answer.
7. At what time of the day/week/year did/do your programs/services have the most responses/visits in the period specified (list each year separately, if possible)?
8. To what extent were/are the needs of non-believers and believers addressed in your programs/services in this period?
9. What age/social/other groups from these audiences were/are neglected in this period?

#### **Part iv. Global Impact (Countries/Languages) and Accessibility**

Please fill in Table 5 in response to the following questions with a division-by-division breakdown for each year of the specified period, if possible:

1. In what divisions does your organization/program/ministry have its local centers/programs/services?
2. How many countries does your organization/program/ministry impact?
3. How many languages are used by your organization/program/ministry and its local centers/branches/counterparts?
4. What means are used by your organization/program/ministry to impact your audience?
5. What obstacles prevent easy access to your organization/program/ministry?

**CSS Table 5. Global Impact and Accessibility**

<b>Divisions</b>	<b>Countries</b>	<b>Languages</b>	<b>Means used to impact</b>	<b>Obstacles</b>

#### **Part v. Follow-up System (if applicable)**

Please answer the following questions based on available statistics for a period to be specified, each year separately, if possible:

1. What kind of follow-up system did/does your organization have in relation to the feedback received from your audience?
2. What kind of follow-up system was/is there to assist those who were/are interested in Bible studies?
3. What kind of Bible studies did/does your organization/program/ministry offer (if any)? Please list URLs of websites, where appropriate.
4. How many people were/are involved in Bible studies during that period of time?
5. How many people had/have completed Bible courses during the given period?

## Part vi. Governance

Looking at the governance system of your organization/program/ministry (SKI Facts, #7, #9), please answer the following questions:

1. Could changes be made in the governance structure or system of planning, decision-making, decision-implementation, assessment, accountability, frequency of committees and staff meetings, etc., to make the ministry of your organization/program/ministry more effective? If yes, please specify and explain why/how.
2. How many people are involved in the ministry? Does the size of the staff help or hinder the ministry? In what ways?
3. What kind of challenges does your organization/program/ministry have in managing local centers/branches in divisions?

## Part vii. Fundraising

Please specify and answer separately for each year of the given period.

1. What were/are the annual goals of fundraising for your organization/program/ministry?
2. How much did/does your organization/program/ministry receive through donations every year?
3. What was/is the ratio of responses to fundraising newsletters (print and/or electronic) sent by your organization/program/ministry?
4. How many donors did/does your organization/program/ministry have? Put in a table or graph.
5. What kind of fundraising strategies did/does your organization/program/ministry use to accomplish the goal?

**NOTE: Parts viii and ix could be a product of joint efforts by the president/director and his/her senior management team. Answers and conclusions could be based on a group discussion.**

## Part viii. SWOT Analysis

In this part please give a brief analysis of your current situation, using the SWOT approach: Strengths, Weaknesses, Opportunities, and Threats/challenges.

1. What strengths and advantages does your organization/program/ministry currently have?
2. What weaknesses in strategy, approach, activities, or structure do you see?
3. What opportunities exist for your organization/program/ministry?
4. What kind of threats, challenges, and obstacles does your organization/program/ministry face?
5. Where do you expect your organization/program/ministry to be in five years, if it keeps going as it is now?
6. How can your organization/program/ministry enhance its effectiveness?

(Define the characteristics of a great program/company/organization similar to yours, discuss them from various points of view, take into consideration the strengths, weaknesses, opportunities and challenges of your organization/program/ministry, and come up with your analysis.)

## **Part ix. Conclusion**

The conclusion of the Critical Self-Study should address the main points of this analysis in one-paragraph summaries for each of following questions:

1. What has already been done by the organization/program/ministry in the past?
2. How is the organization/program/ministry doing now?
3. Where should it be in the future?
4. What should the organization/program/ministry do/change/increase?

Remember that you will never reach a higher standard than you yourself set. Then set your mark high, and step by step, even though it be by painful effort, by self-denial and sacrifice, ascend the whole length of the ladder of progress.

*Ellen G. White*  
Christ's Object Lessons,  
331-332.

### III. For Your Notice and Action

The process of mission-effectiveness evaluation will last for several months, but will ideally be completed in less than a year. New issues can arise, or unforeseen developments can occur, during this period of time, and the organization may have questions about issues not highlighted in the Handbook. ASTR will be happy to discuss the issues and make the process of evaluation more transparent and effective. Mutual cooperation and timely clarification of issues would help bring better understanding and more objective results. Below is some additional information on the stages of evaluation and the step-by-step outline FYNA.

- Contact person for ASTR—it is very important to have a designated person from the evaluated organization as a contact person to provide answers, data and clarifications along the way, answer emails from ASTR, and generally act as a liaison between his or her organization and the ASTR evaluation bureau. It is expected that the headquarters of an organization will inform its branches about the plan and process of evaluation when it is implemented globally, and a contact person will serve also as a liaison between global elements of the organization and ASTR, sharing important data and contact list(s).

- Consultations—consultations between ASTR and organizations will be scheduled to pass information about the upcoming stages of evaluation, discuss needed actions, exchange ideas, clarify issues, set dates of receiving needed data/documents, inform about external research, and make plans to facilitate further progress.

- SKI—SKI data will educate ASTR and help it to include in its RFP relevant questions for external researchers. It can also greatly help in the development of research instruments by external researchers. Timely submission of the SKI will contribute to the proper flow of the evaluation process and help ensure that the right objectives are set for external research. It also helps ASTR and external researchers decide on research methodologies.

- External research—ASTR works with different institutions and signs contracts with them for developing, conducting, and analyzing surveys' instruments. ASTR will share drafts of the research instruments with organizations and ASTR encourages their contribution and participation. ASTR will also update organizations on all stages of external research and data gathering. All information and data collected during external research is confidential, which means that the identity of the participants will remain anonymous. Data may be released for public use if ASTR and the GC Future Plans Working Group approve.

- Previous research—previous research on the organization may exist, whether in the form of a previous evaluation or assessment, in-house surveys, published articles, or reports. It is crucial to inform ASTR about any such studies or reports, so that the current research and finding can be weighted against that data. Lists or synopses of existing reports on previous

research by the organization should be included in the CSS.

- **CSS**—the CSS will be the product of teamwork by the organization and provides a very valuable component for evaluation that would not be available to ASTR otherwise. It helps give a more complete picture of the achievements and trends of the organization as it is seen by its administration and management team. The CSS may include case studies if the organization wants to add some information of that kind. The CSS can be the outcome of a regular procedure by the organization on its own initiative; and in any case, a desirable outcome of the evaluation process is that each organization conducts regular self-assessments.

- **ASTR Final Report**—the process of evaluation will result in a written Final Report by ASTR with an analysis based on the CSS and external research findings. It will include commendations, recommendations, and concerns. ASTR will share a draft of the Final Report with the organization's administration and management team for their review and feedback before presenting it to GC Executive Officers and FPWG committee members. ASTR will submit the Final Report to the GC Executive Officers, with a copy to the board or oversight committee of the evaluated entity, and to FPWG.

- **Response Report**—the organization will write a Response addressing the commendations, recommendations, and concerns presented in ASTR Final Report. The Response should focus on major issues that could enhance the organization's mission effectiveness. It should be shared with the organization's board or oversight committee, and the final formal Response should be submitted to the GC Executive Officers with a copy to ASTR. The final Response may become an important tool for strategic planning by the organization, vital evidence for the next mission-effectiveness evaluation, and/or as a plan for the organization's improvement and changes.

The process of evaluation should be a combined effort of ASTR and the organization that helps lead a particular church entity more confidently from the past to the future. It is a tool to assist the church organization to plan its trajectory in such a way as to be more efficient in its mission.

If you have any questions please contact the ASTR office at: [research@gc.adventist.org](mailto:research@gc.adventist.org)

# Appendices

Appendix A. SKI Attached Form

Appendix B. Timetables for Mission-Effectiveness Evaluation: Stages I-IV

Appendix C. Steps of Evaluation & Logic Model

# Appendix A

## SKI Attached Form

### Statement of Key Indicators Attached Form

Please check what has been already accomplished

#### PART I. BASIC DATA AND INFORMATION

1. Brief description of your organization or program ☐
2. Concise history: important dates, names, and major developments ☐
3. Vision Statement ☐
4. Mission Statement:
  - Current mission statement ☐
  - Previous mission statements (if applicable) ☐
5. A statement of philosophy ☐
6. A strategic or master plan ☐
7. Governance, Organization, and Administration ☐
8. Finances ☐
9. Staff: number of:
  - full-time workers ☐
  - part-time workers ☐
  - contract workers ☐
10. Publications and Media Production ☐
11. Advertising ☐
12. Feedback system ☐

#### PART II. SUCCESS/FAILURE INDICATORS

1. List of 3-5 key success/failure criteria ☐
2. Areas on which you would like to have data ☐

# Appendix B

## Timetables for Mission-Effectiveness Evaluation: Stages I-IV

**Table 2.1 Timetable for Mission Effectiveness Evaluation: Stages I-II**

Approximate timeframe: 1.5 months

Steps	Letter from Chair of FPWG sent to the Director/ President of organization, GC Liaison, and organization's board	Meeting between ASTR Director and GC Liaison	Schedule meeting between ASTR Director, Research Manager, and Director/ President of organization	ASTR Mission-Effectiveness Evaluation Handbook sent to organization	Meeting of ASTR Director, Research Manager, and Director/ President of organization, tentative dates for submission of SKI agreed	Meeting of Director/ President of organization with his or her Associates/ management team— informing them about process, delegating responsibilities for completing SKI	Consultation #1 between ASTR and organization; specific dates for submission of SKI agreed	SKI submitted to ASTR
Time	Within two weeks from the beginning of the process of evaluation			Within four weeks after the meeting with GC liaison				One month after Handbook is sent
Date of completion								

**Table 2.2 Timetable for Mission Effectiveness Evaluation: Stage III**

Approximate timeframe: 10-11 months

Steps	Consultation #2 between ASTR and organization; writing of CSS begins	RFP developed and circulated	Proposals vetted, external research team(s) selected	Research instrument developed by external researchers, reviewed by ASTR and organization	Research instrument reviewed and approved by FPWG	Consultation #3 between ASTR and organization	Data gathering	CSS submitted to ASTR	Report by external researchers submitted
Time	Within one month after receiving SKI		Within two months after RFP is issued	Within three months after proposal is approved			Within 3-4 months after research instrument is approved		One month after data gathering is completed
Dates of completion									



**Table 2.3. Timetable for Mission Effectiveness Evaluation: Stage IV**

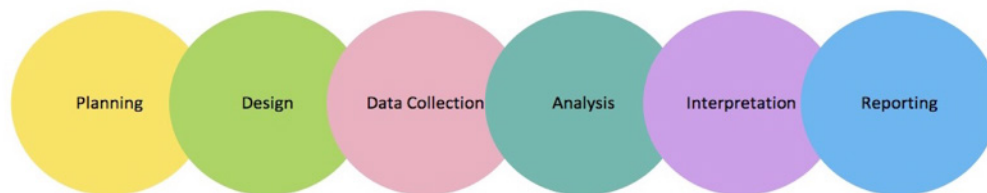
Approximate timeframe: 5-6 months

Steps	Writing of ASTR Report	Preliminary Report by ASTR presented to EO	Preliminary Report by ASTR reviewed by FPWG	Draft Final Report by ASTR presented to organization	Consultation #4 between ASTR and organization	Final Report by ASTR submitted to EO, FPWG, organization and its board	Response by organization submitted to its board	Response by organization submitted to GC EO, with copy to ASTR
Time	Within 2-3 months after final report from external researchers is received			Within one month after review of Preliminary Report by EO and FPWG		Within one month after Consultation #4	Within one month after Final Report is received	Within three months after Final Report is received
Dates of completion								

# Appendix C

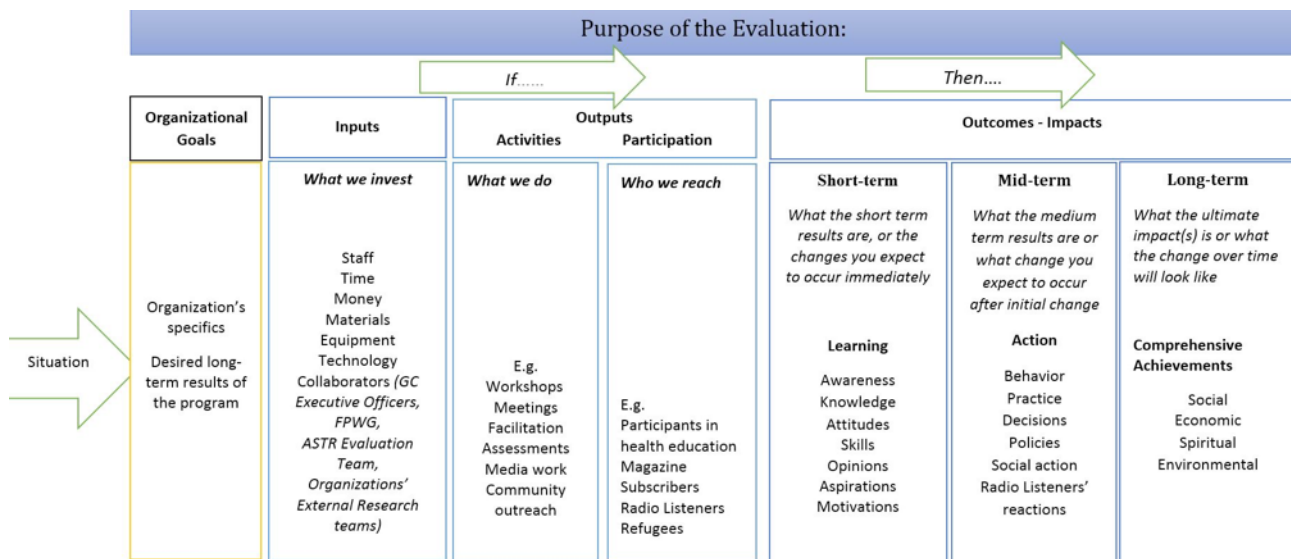
## Steps of Evaluation & Logic Model

**Figure 3. Steps of Evaluation for Monitoring Organization's Programs**



These steps are necessary components of any evaluation process done by external researchers or the organization itself. The first step of evaluation includes planning for needed resources, activities during the process, and desired outcomes of evaluation (see Figure 4).

**Figure 4. Logic Model <sup>5</sup>**



<sup>5</sup> For further information on evaluation process, such as Logic Model, look at sources on evaluation, e.g., Six Steps to Effective Evaluation at <https://www.webarchive.org.uk/wayback/archive/20140616010354/http://www.jisc.ac.uk/media/documents/programmes/digitisation/SixStepsHandbook.pdf>





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