



Fall 2020 Board Report

from the General Secretary and Staff



MISSION FOR SUCH A TIME AS THIS

Semiannual Report to the Board of Directors

General Board of Global Ministries, The United Methodist Church

November 12, 2020

(In virtual meeting)

By Roland Fernandes, General Secretary, and Staff

Introduction

Clouds of fear and uncertainty hang over the Persian Jewish community in the biblical Book of Esther. The young Queen Esther, herself Jewish, undertakes a rescue mission, assured by her Uncle Mordecai that she is called in to service for “such a time as this.” (Esther 4:14)

Today, fear caused by the coronavirus pandemic envelopes much of the human family; uncertainty about our church’s future grips many United Methodists. Global political and economic systems are shaky. The General Board of Global Ministries and the United Methodist Committee on Relief are not immune to the contemporary clouds of fear and uncertainty. There is plenty to be worried about as we

have heard in committees earlier and we will hear more today about challenges to our work. However, at the same time, we as individuals and the organization are all collectively called to God's mission for "such a time as this." My remarks, and those of staff colleagues in this report, are rooted in two strong biblical affirmations.

1. First from Psalm 46: "God is our refuge and strength, a very present help in trouble. Therefore, we will not fear, though the earth should change..." (Psalm 46: 1-2).
2. Then Romans 8:35, "Who will separate us from the love of Christ? Will hardship, or distress, or persecution, or famine, or nakedness, or peril or sword?"

Rooted in Christ, secure in our faith; solid in hope – "steadfast" as the Epistle of James puts it – we have capacity to engage in God's mission in wondrous ways – even, and perhaps especially, for such a time as this.

Our Statement of Mission Theology begins with this affirmation:

"God's Mission reclaims the life of all creatures and redeems all creation for God's intended purpose. Holy Scriptures bear witness to mission that begins with God, belongs to God, and will be fulfilled by God at the end of time. The Spirit of God, which moved over the waters of chaos at creation and the Word of God, which became Incarnate in Jesus Christ, leads on to fullness in God's purpose."

We live and move in that awareness as we fulfill our commitment to God's mission in such a time as this.

I. VISION, OPERATION AND REALIGNMENT FOR SUCH A TIME AS THIS

We need steadfast vision and efficient and flexible operations for mission in our time. As I have said in these past two months, we need to focus on the next 12 to 18 months because it is hard to plan beyond that period given our rapidly changing church and world. A little later, staff will join me in sharing some specifics about outreach and services especially relevant today. And we will hear an overview of our financial position.

Much of what I covered in my September memorandum to you on vision and operational realignments sets the framework for this report. I will now review basic points as we gear up for the months prior to and following the next General Conference, now set for late August of 2021, although there are questions as to whether the meeting can actually take place. We are keenly aware that our work will be dramatically affected in these months by the continuing COVID-19 pandemic and accompanying economic implications. The pandemic means we will operate remotely for at least the remainder of this year and perhaps longer. We just do not know for how long. We are also looking at long-term remote work patterns for staff, although the future will likely include some physical presence in the office. Where our staff are located will also impact the use of digital technology, a matter we are exploring in this new environment.

As per the four goals of the agency and the strategic plan for 2018-2021 that you, the directors, adopted in 2018, we will concentrate on four missional priorities:

- Missionaries and their support. The work with missionaries is a critical area of our missional priorities and we continue to adjust this work to the changing environment caused by the pandemic. Our relationship with the United Methodist Missionary Association (UMMA) remains an important part our work with missionaries.
- Evangelism and congregational revitalization. This sustained but flexible commitment calls us at such a time as this to focus renewed attention on indigenous communities worldwide and on the eradication of racism, notably white supremacy in the United States, today a United Methodist priority.
- Global Health. Long firmly established, Global Health is currently celebrating a landmark. Last month, we surpassed the goal of reaching a million children with life-saving interventions in the 2017-2020 quadrennium.
- Disaster response and sustainable development – this priority is concentrated within the work of UMCOR. This is the 80th Anniversary of UMCOR and we celebrate its amazing ministries directly and in collaboration with partners. UMCOR was formed to assist refugees 80 years ago and our Global Migration program continues to play a significant role when the need to assist forcibly displaced people, now 72.5 million, has never been greater in human history.

These are our core program directions, our commitment to God's mission. We will hear more about these four functional directions a bit later.

I have identified five key operational elements, I call them touchstones, we will need to embrace in order to accomplish our objective in the four missional priority areas. These are:

- **Narrow our focus** in each priority area, if “narrow” has negative connotations for you, substitute the Wesleyan term “perfect.” We must perfect our approaches to our priorities. It means not only concentrating reduced resources but also making hard decisions about what we can do best and what good things we cannot do right now. Here are some examples that are being implemented immediately: 1) The work of Sustainable Development will focus on Environmental Sustainability which is a priority at this time as we see the devastating and escalating effects of climate change. 2) Our agricultural work will focus on Africa. 3) We have also made the difficult decision to close the UMCOR West Depot in Utah.
- Greater **accountability** both individually and collectively among staff to deliver on achievable goals created with greater intentionality to link them to the strategic directions. With fewer employees, we need staff members to be multifunctional and adaptable. We will continue to review our processes and business practices to identify more effective ways to get some things done for such a time as this.
- Much more **collaboration** within and beyond the agency. Every long-standing organization has “silos,” and we have ours. We must set them aside, working with more flexibility and looking more to the whole than to specific units. We have started cross-unit teams that will collaborate on areas that intersect different parts of the agency. Fund Development and Communications are two recently started teams that will be followed by others. Each team will have clear goals.

- Gauging the **impact** that we have will be key in helping to make critical program decisions. We have been emphasizing Monitoring and Evaluation for the past few years and this will be expanded as a critical part of our operations. We will hear more about this touchstone later in the presentation.
- Finally, **communication** will be of vital importance. How we communicate with each other within and across the units will contribute to the effectiveness of our work and the other touchstones. External communication will play a huge role in sharing our collective story. Several steps have been taken such as a new website and work on a documented communications strategy.

Each of these touchstones has implications for everything we do – structure, programming, marketing, fund-raising and operations.

We have already effected significant operational changes – changes discussed and reviewed with board officers and shared with you during the past summer. I won't go into staff assignments and reassignments here, but I do want to describe the overall staff and operational plan.

Our functional units are increased from seven to ten with the director or team leader of each comprising a Senior Leadership Team serving in a cabinet capacity. This leadership team actually has 12 members, since it also includes the general secretary and the director of human resources. Units represented on the team are:

- Multiethnic Ministries (U.S.)

- Global Mission Relationships
- Missionary Service
- UMCOR
- Global Health
- Fund Development
- Communications
- Finance
- Operations
- Office of the General Secretary

You will note that the former Global Mission Connections unit is now replaced by a global unit and a U.S. expression focused on multiethnic ministries, as befitting current needs and denominational emphases on dealing with systemic racism. On the global level, we need to ensure that our regional offices continue to be strengthened as the face of Global Ministries around the world. Only two of our regional staff are now located in Atlanta.

The former Mission Engagement unit has been split into two parts, Communications/Advance and Fund Development, as fitting our current need for specific strategic planning and engagement for these areas. Finance has been separated from Operations.

After in-depth conversations with board officers, and consistent with the bylaws of both entities, we have determined that the most strategic leadership for UMCOR at this time is for the General Secretary of Global Ministries to assume direct responsibility for UMCOR working with the unit's leadership team.

The intention of flattening the structure is to bring more voices to the table for decision making and is in line with the five touchstones.

II. Some Mission Highlights

Before we turn to staff presentations, let me briefly lift up some highlights since our March meeting:

- ***Abundant Health:*** In October, as I have said, we surpassed the quadrennial Abundant Health campaign goal of reaching one million children with life giving interventions during the four-year period. The figure stood at 1,075,731 at the end of September. It would be important at this time for us to pause for a moment to acknowledge the tremendous work done by the team. This wonderful outcome resulted from a creative partnership involving our Global Health unit, UMCOR, conference health boards in Africa and the network of more than 300 United Methodist-related hospitals and clinics worldwide.
- ***COVID-19:*** The pandemic both affected our operations and provided opportunity for global mission. Our “Sheltering in Love” campaign, which ran from April through July 2020, raised over \$2.0 million in new money. This project made 248 grants in 46 countries, and served 1,671,061 persons. On-the-ground partners included more than 50 local churches, many addressing food security issues. We will see a detailed breakdown in the Monitoring and Evaluation report.

- ***Africa Agricultural Initiative:*** This multifaceted initiative, involving both the use of church land and the training of professionals for sustainable agriculture, is an approved future-oriented commitment. It is to be named for the late Bishop John Yambasu, our board vice-president who tragically died in August in Sierra Leone. Bishop Yambasu advocated for the initiative as president of the Africa College of Bishops and helped to organize the initial conference year before last. We will honor Bishop Yambasu and his legacy at our closing worship today. A grant to the agriculture initiative in Sierra Leone is being developed.
- ***Collins Forests-Wespath Transfer:*** We have completed the legal process of transferring our ownership stake in Collins Forests to Wespath, the pension and health benefit agency of the denomination, which will use these assets to sponsor the Collins Pension and Health Plans for Missionaries. Once the liabilities are satisfied, which will take a few decades, the funds are designated for missionary work. As you know, this was done with the full support of the Collins company and family.
- ***Budget:*** Let me put finance in the picture here briefly because it is a major reality. The 2021 Global Ministries budget is \$33.4 million, a \$15.5 million reduction from the 2020 approved budget. This is a 40% reduction over three years. By the end of this year we would have reduced 68 staff positions in the past 16 months. It should be obvious but in a time like this, no salary increases will be provided for 2021. There is decreased giving in 2020 in all giving channels for the agency. While that may be expected given the impact of the pandemic and uncertainty within the church, the actual numbers have been far better than were expected in the March-May timeframe. World Service funds are trending at 68% at the moment, and while December is the make or break month, it is far better than was estimated earlier this year. Advance giving is trailing the 2019 numbers by 12%, but again they are better than expected.

In fact, the actual number of gifts in 2020 is better than at the same time in 2019. So, the outlook is definitely hopeful.

While talking about budget, let me report that we will be creating a more integrated budget process and a budget document that will start with the strategic program directions and then move toward budget numbers. For this unique time, we are expanding the budget committee, so it is comprised of members of both the Mission Program and Finance Committees.

Major Bequest: We have received a major mission-designated bequest – exceeding \$7 million – from the estate of Willis Dean Heim, a businessman originally from Nebraska and an apparent life-long Methodist. It is one of the most generous undesignated bequests ever received by Global Ministries.

III. Program Staff Reports

Missionary Service Report

Sending missionaries to cross boundaries in God's mission continues to be a priority of Global Ministries, even with the uncertainties and challenges caused by COVID-19. Global Ministries remains nimble and flexible in supporting missionaries and mission volunteers.

Global Ministries' Response

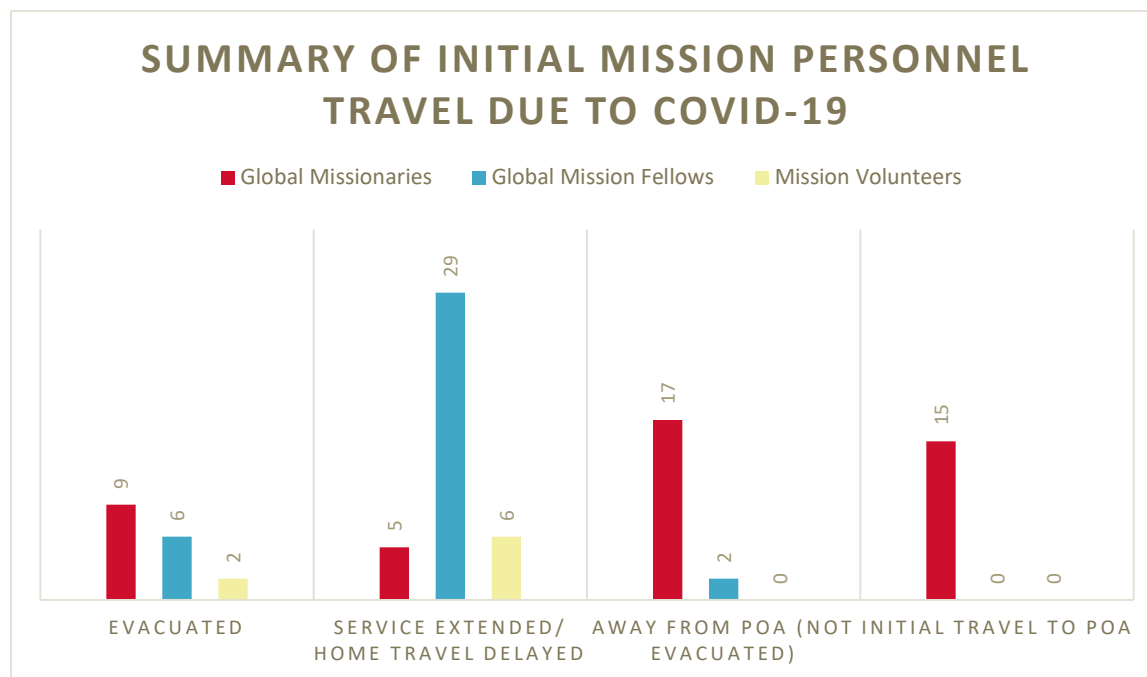
Global Ministries' response to COVID-19 began in December 2019 as the coronavirus was developing and is continuing today. Our response includes:

- *Monitoring and assessing the impact* on mission personnel;
- *Informing and sharing* up-to-date information and alerts through Wellness newsletters, sharing of CDC and WHO alerts, regular communication about safety protocols and travel alerts;
- *Connecting with and supporting* missionaries, volunteers and partners by staff, Missionaries in Residence, and the Wellness Team.

Evacuation of Mission Personnel

In March, missionaries were given the opportunity to travel home until the COVID-19 situation was under control. This invitation and the decisions that our mission personnel made were the

result of prayerful discernment – weighing the need for safety with the importance of living out incarnational mission at missionary placements.



Of 307 missionaries, 15 requested evacuation and two mission volunteers were also evacuated.

In addition, the pandemic delayed return travel for many Global Mission Fellows and missionaries who were completing their service. Moreover, new missionaries were unable to travel to their placements to begin their service. In total, 91 missionaries were impacted by travel restrictions caused by COVID-19.

As of October, all 15 who had evacuated have returned to their placements. And most of the 91 persons who have had their travel delayed have now reached their destinations.

Impact of COVID-19 on New Missionary Training

The impact of COVID-19 resulted in the shifting of plans for on-boarding and training of new missionaries.

In April, 21 new missionaries from seven countries assigned to 14 countries were scheduled to be trained in Minneapolis, Minnesota, for three weeks concluding with a commissioning service at General Conference. Because of travel restrictions and postponement of General Conference, this training was quickly adapted to a seven-day virtual event with missionaries joining from seven different time zones.

In June, Global Ministries made a difficult decision to cancel the on-boarding of 55 2020 GMF: International Track candidates as it became apparent that the new GMFs would not be able to successfully travel to a training location or to their placements. This was a tough but necessary action, in the midst of constantly changing travel restrictions and the spread of COVID-19, to ensure safety for all and to be good stewards of finances while honoring their call to serve.

Although domestic travel in the United States was also impacted, we were still able to move forward with the on-boarding and training of the new GMF:US-2 class, working closely with the US-2 affiliates from Florida, Pennsylvania and Michigan by adapting to a virtual training event, with in-person training and commissioning to be held later.

Virtual Itineration

One of the exciting ways that our missionaries have been able to stay connected and engaged during this pandemic is through virtual itineration. Twenty episodes of “Still In Mission” virtual itineration events have been offered since April, in which missionaries share their stories and connect with churches. In addition, a Social Media campaign titled #StillInMission was created to connect with people on Facebook, Twitter, Instagram and other platforms.

Quick Overview—Virtual Itineration (20 Episodes)	
# of Missionaries Featured	89
# of Unique Registrants	1133
# of Moderators	36
# on Listserv	757
Average Registrants	116
Average Attendance	99

Many of the participants found this new way of connecting with missionaries to be valuable and helpful. Here are a couple of comments from the evaluations:

- “It was a good time to learn more about mission work. I am discovering ways in which God is at work and meeting and hearing from missionaries.”
- “I liked the cross-section of people from all over the world meeting together as one. Meeting folks who are mission-minded.”

Virtual Events

Additionally, other events were quickly and seamlessly adapted to a virtual platform and several continuing education events were developed to accompany and support missionaries. GMF mid-term and end-term events were shifted to an online platform providing the space and opportunity for the Global Mission Fellows to pause in the midst of all that is going on to connect with God and one another. Mission volunteer trainings were also shifted to online events as well.

Use of virtual technology provided new opportunities to resource and support missionaries. In collaboration with Jay and Grace Choi, Missionaries in Residence, and Candler School of Theology, two continuing education sessions were offered in September and October. Dr. Kwok Pui-Lan led a session titled “Post-Colonial Study of Christianity,” in which more than 45 missionaries joined virtually. After the session, missionaries provided these assessments:

- “...opened [our] minds to understand the topic well.”
- “The relevance of the topic in our engagement to mission in our place of assignment was most helpful.”

Another continuing education session titled Global Migration and Christian Mission was led by Dr. Jehu Hanciles, with more than 50 missionaries participating.

Furthermore, in partnership with WesPath, missionaries were able to learn about retirement planning and in partnership with the General Commission on Religion and Race, GMF:US-2s are receiving anti-racism training. In addition, Global Ministries is participating in various virtual college fairs and recruitment events and partnering with seminaries to offer a virtual Vocational Discernment in Mission event.

Accompaniment of Missionaries

In a time like this, missionaries are under a lot of pressure and stress as they seek to be faithful and fruitful in their service. Global Ministries provides a comprehensive Wellness Program including emotional/mental health support. During this pandemic, our Wellness Program has seen an increase in the utilization of pastoral counseling and is responding to these needs by increasing the frequency of information sharing with mission personnel, continuing with the virtual birth month check-in on missionaries by pastoral counselors and providing 24-7 availability for concerns and questions by the Wellness Coordinator/Nurse as additional measures of support. Missionaries continue to receive support and accompaniment by Companions in Mission, Missionaries in Residence and staff, as always.

Statistical Report

As of Sept. 30, 2020, as shown in the Statistical Report (Appendix A), the total number of missionaries serving is 249. This figure reflects the fact that we were not able to on-board a new class of GMF: International track. And the total number of persons who have served as missionaries in 2020 is 332.

Plans for 2021

As we look ahead to 2021, we remain uncertain as to what the future holds, but we are committed to continuing the work of sending and supporting missionaries.

In 2021, Global Ministries will complete the training and commissioning of the 2020 classes of 21 missionaries and seven GMF:US-2s by offering webinars for continued learning and selecting appropriate venues and times for the in-person commissioning.

In 2021, Global Ministries is hoping to move forward in selecting, training and commissioning new missionaries of all categories as follows:

- 2021 Class of new missionaries - 15
- 2021 GMF:US-2 class - 15
- 2021 GMF:Int'l class - 35

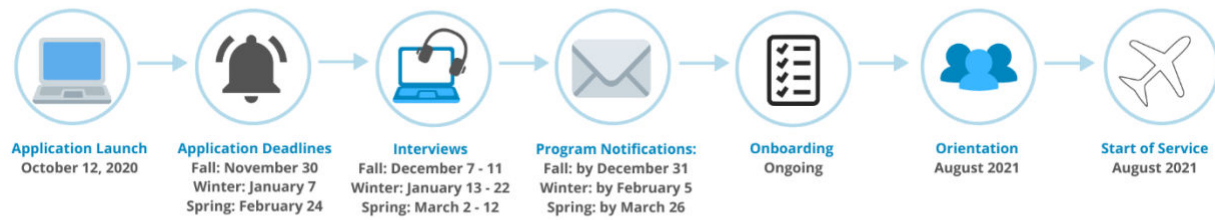
In addition, three mission volunteer training opportunities will be offered.

Plans for 2021 GMF classes are moving forward with cautious optimism, recognizing the uncertainty of impact caused by COVID-19. The proposed plan is to launch the applications for the US-2 and International tracks in October and November, respectively, and to become more focused and strategic in placement selections, considering various factors, including the ease of visa securement.

The plan for training new missionaries will be a hybrid model of virtual learning complimented by regionalized in-person training and commissioning.

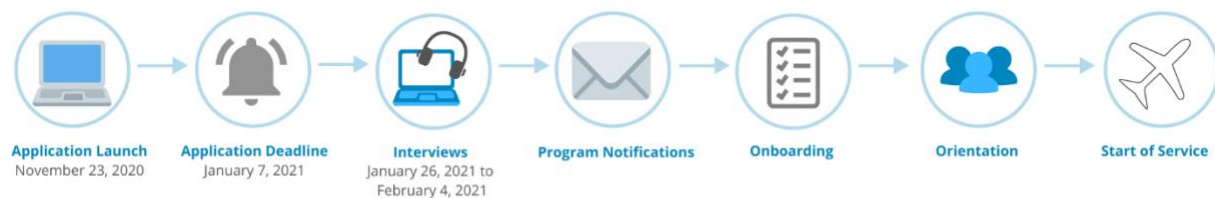
Please review these proposed timelines for the plans of on-boarding and training of new GMFs in 2021:

US-2 Selection Timeline



Priority matches will be made early in the process.

International Track Selection Timeline



In 2021, Global Ministries will continue to offer and expand the virtual models of connecting, learning and accompaniment while exploring possibilities of some in-person events.

Stories from the Mission Field

Even in the midst of these changes and uncertainties, God is still at work in and through our mission personnel to make a difference in this world. Here are some examples of God's mission through missionaries:

- “A nutrition center in Alépé village was opened where more than 150 children are eating each week. The program is now feeding older people to respond to the need during this pandemic period.” – Francine, Cote d’Ivoire
- A mosquito net costs only \$7, but due to poverty, many families cannot afford to buy one... last month, nets were distributed to families in remote areas. “We feel so encouraged... to make a difference for the people of Morogoro.” – Ngoy, Tanzania
- The global challenge of the pandemic did not stop the work... with the financial support from partners, health kits and food packs were delivered to 941 families in seven provinces. – Israel, South East Asia
- “Eithne, GMF:US-2, has been actively attending meetings with our Anti-Racist Caucus to discuss ... how NWIRP [Northwest Immigrants Rights Project] can best address these issues with our staff, clients and broader community.” – Natasha, USA
- This pandemic did not hinder us [GMFs] from cultivating the gifts of grace given to us. Mission continues and by the strength and wisdom from God, we will keep on creating innovative ways to engage, connect and grow with the communities we are serving. – Kate, El Salvador

This is why it is important to continue the work of sending and supporting missionaries, so that we can fulfill our mandate as the church in such a time as this.

As we continue to navigate into a future of changing realities, we invite your prayers and support for our missionaries, mission volunteers and those discerning their calls to mission service.

The Rev. Dr. Judy Chung

Executive Director, Missionary Service

Fall 2020 Global Ministries

Missionary Service Statistical Report

Total Number of Missionaries	249
Total Number of Young Adult Missionaries	78
<i>Global Mission Fellow – International</i>	60
<i>Global Mission Fellow – US-2</i>	15
<i>Mission Advocate</i>	03
Total Number of Missionaries in International Placements ¹	136
<i>Global Missionaries</i>	128
<i>Global Missionaries – Special Assignment</i>	00
<i>Regional Missionaries</i>	08
Total Number of Missionaries in U.S. Placements	35
<i>Church and Community Workers</i>	14
<i>Mission Advocate/Missionary in Residence</i>	11
<i>Racial Ethnic Ministries</i>	09
<i>Special Assignments in Mission</i>	01
Total Number of Volunteers ²	35
<i>Mission Volunteers</i>	31
<i>Young Adult Mission Volunteers</i>	04
Total Number of Nationals in Mission ²	250

¹ Includes 8 United Methodist Women funded Regional Missionaries

² Not included in the total number of missionaries listed at the top of this report

Summary of Missionaries for 2020 Calendar Year

Young Adult Missionaries: Total in Service in 2020	127
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<i>Total number of GMF – International missionaries in service in 2020</i>	<i>98</i>
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<i>Total number of GMF – International that ended service as of 09/30/2020</i>	<i>38</i>
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<i>Total number of GMF – US-2 missionaries in service in 2020</i>	<i>26</i>
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<i>Total number of GMF – US-2 that ended service as of 09/30/2020</i>	<i>11</i>
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<i>Total number of Mission Advocates in service in 2020</i>	<i>03</i>
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<i>Total number of Mission Advocates that ended service as of 09/30/2020</i>	<i>00</i>
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Missionaries in International Placements: Total in Service in 2020	160
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<i>Total number of Global Missionaries in 2020</i>	<i>160</i>
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<i>Total number of Global Missionaries that ended service as of 09/30/2020</i>	<i>24</i>
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<i>Total number of Special Assignments in Mission in 2020</i>	<i>00</i>
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<i>Total number of Special Assignments in Mission that ended service as of 09/30/2020</i>	<i>00</i>
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Missionaries in U.S. Placements: Total in Service in 2020	43
<i>Total number of Church and Community Workers 2020</i>	<i>20</i>
<i>Total number of Church and Community Workers that ended service as of 09/30/2020</i>	<i>06</i>
<i>Total number of Mission Advocates/Missionaries in Residence in service in 2020</i>	<i>11</i>
<i>Total number of Mission Advocates/Missionaries in Residence that ended service as of 09/30/2020</i>	<i>00</i>
<i>Total number of Racial/Ethnic Plan Missionaries in 2020</i>	<i>11</i>
<i>Total number of Racial/Ethnic Plan Missionaries that ended service as of 09/30/2020</i>	<i>02</i>
<i>Total number of Special Assignments in Mission in 2020</i>	<i>01</i>
<i>Total number of Special Assignments in Mission that ended service as of 09/30/2020</i>	<i>00</i>

List of New and Retired Missionaries in 2020

Global Ministries Missionaries

1. Yorleni Jimenez Rojas
2. Blair Moses Kamanga
3. Patrick Nawej Mwinkeu
4. Natallia Manyeza
5. Chae Suk Park
6. Hannah Reasoner
7. Daniel Randall
8. Joy Prim
9. Bruna Farat da Silva Mahamane
Kakalé
10. Edwin Campomanes Ramirez
11. Patrick Booth
12. Carolyn Schneider
13. Leah Magruder
14. Courtney Randall
15. Jonathan Joo Young Park
16. Sung Il Lee
17. Min Kyu Lee
18. Ann Hidalgo

Church and Community Workers

1. Colleen Miller-Donor

2. Julie Wilson

Young Adult Missionaries

Global Mission Fellow-US2

1. Magdeline Russo
2. Natalie Buck
3. Shiree Fetterly
4. Emily Autry
5. Katelyn Dino
6. Michael William Bennett III
7. Emily Palm

Global Ministries Missionaries that Retired from Active Mission Service

1. Elizabeth Tapia
2. Daniel Godwin
3. Marilia Schuller
4. Vickie Sigmon
5. Poto Valentine Shutsha
6. Jacques Umembudi
7. Gordon Graner
8. Lawrence Kies
9. Samuel Om
10. Albert Willicor
11. Morgan Dwain

Global Mission Relationships

Congregational Development in the Mission Initiatives

Mission initiatives represent our primary means of developing new congregations outside the United States. The mission mandate to evangelize and to plant new churches is rooted in the New Testament and assigned to Global Ministries in the Book of Discipline, along with other comprehensive goals of mission. The Mission Program Committee of the Board of Directors heard a broad report on mission initiatives last spring. Today I will share some updates and then turn to information provided by our Asia/Pacific regional office.

We celebrate that Cambodia has become a provisional annual conference on its way to autonomy. The Central Asia Mission Initiative has transitioned to an annual conference district in the Eurasia Episcopal Area and the Cameroon and Senegal mission initiatives are in the process of transitioning to districts of the Côte d'Ivoire Annual Conference by the end of this year. This is cause for celebration. We will continue in 2021 with mission initiatives in the Central African Republic, Mongolia, Vietnam, Honduras and Laos. Honduras and Laos have plans to become provisional annual conferences, perhaps in 2024. The Rev. Paul Kong of our Asia/Pacific Regional Office reports the following.

Asia/Pacific Region

In such a time as this, the world seems to be on pause, yet the growth of the church does not cease. Our global work with congregational development and revitalization continues to flourish

in the Asia/Pacific region. The faithfulness and resilience of “the people called Methodist” in this region continues to amaze and inspire us.

The Asia/Pacific region has four Mission Initiatives – in the countries of Cambodia, Laos, Mongolia and Vietnam. The focus in each includes:

- the development and empowerment of local leadership,
- the intentional seeking of sustainability,
- the systematic planting of faith communities and launching of new congregations, and
- the promotion of our Methodist ethos in social justice and equality as we strive toward social holiness.

We celebrate the steady church growth and, despite limitations, the continuing opportunities for volunteers to collaborate with God in this work. Mission coordinators have been retrained in order to better connect with our clergy and lay leaders. The regional office located in Seoul has been more directly accessible and present in the work of mission and ministry.

As we know, mission initiatives are complex, organic entities, and Global Ministries has jurisdiction over their work in collaboration with the Council of Bishops and in consultation with local leadership. They constantly face legal, programmatic, operational, political and theological challenges in moving forward. Here are a few examples. Two of the four mission initiatives in the Asia/Pacific region do not have official and legal church registration because of prevailing laws and governmental regulations. Political uncertainties complicate the work, as do banking

practices and visa issues. These and other matters impact the sustainability, administration, leadership, structure, finances and assets of our programs. Internal needs include education for pastors and laity.

We are not disheartened by these challenges and celebrate the progress that is being made to meet them. Our efforts follow the guidance of the Holy Spirit as God moves the church into a new mission age. Strategies being developed to address the challenges include:

- building healthy relationships with national and local governments,
- searching for alternative ways to be present legally,
- leveraging the United Methodist global connection, specifically with other Methodist/Wesleyan agencies in the mission initiative countries, and
- continuing to support the Community Health and Agricultural Development (CHAD) approach of programming to enhance the livelihood of village families as well as the financial sustainability of our churches.

The United Methodist mission initiative emphasis is now more than 30 years old and we celebrate the many lives that have been transformed through this work of witness and service in new places.

Goals and Investment

Our thanks to Paul for this positive outlook and effective work. I would like to close with a set of questions that the Mission Program Committee has begun to ponder:

- What are the goals of Global Ministries' mission initiatives program? What should be our future investment in mission initiatives in terms of time? money? human resources? programming? relationships?

May God guide us as we seek to answer these questions.

The Rev. Edgar Avitia Legarda

Global Mission Relationships

Team Lead

The Rev. Paul Kong

Asia/Pacific Regional Office

Representative

Multiethnic Ministries Report

Our focus in the Multiethnic Ministries unit is on mission through ministry with racial/ethnic communities. This has been a year like no other, as we have fought two pandemics at once – COVID-19 and racial and systematic injustices. COVID-19 has disproportionately affected communities of color, and through UMCOR’s “Sheltering in Love COVID-19 Rapid Response Campaign,” we were able to provide needed financial resources and support to black and brown communities that were largely impacted by COVID-19 in U.S. annual conferences. In the weeks of unrest after the killings of George Floyd and Breonna Taylor, we provided support to congregations in the Minneapolis and Louisville communities to provide financial and mental health support to those that were directly impacted by these deaths and the protests that followed.

The Community Developers Program continues to be a hallmark of the Human Relations Day program and churchwide offering taken annually in January. Since 1968, the Community Developers Program has served racial/ethnic communities, providing support in addressing systematic injustices and local needs. Our CDP sites include Emory Beacon of Light in Washington, D.C., which offers more than 90 units of affordable housing. Better Community Development in Little Rock, Arkansas, provides supportive housing for those returning from incarceration and offers a range of health services including mental health, substance abuse, and primary care services. These ministries are just two examples of the impact our 22 CDP sites are making in racial/ethnic communities throughout the United States. Since 2015, the Community Developers Program has provided almost half a million dollars in financial support to sites within the network.

This year, we are pleased to announce a new CDP program – the Annual Conference Cohort Program. Many United Methodist congregations are facing financial challenges, yet, they seek to make an impact in their local communities. The cohort model enables local congregations to work collaboratively in their local areas to serve those in need. The current CDP model invites individual racial/ethnic congregations to apply to become sites. However, given current financial challenges, many congregations do not have the financial or human resources to implement an individual CDP program.

The 2021 Annual Conference CDP Cohort Program will work directly with five annual conferences (one conference per jurisdiction) in a cohort model. The application period began on November 1 and will extend to January 1, 2021. Annual conferences accepted into the CDP Cohort Program will participate in monthly meetings and coaching sessions beginning February 1. Each conference will develop an implementation plan and will receive a \$20,000 grant at the conclusion of the training sessions.

The Multiethnic Ministries office is committed to collaborating across the units to ensure funding for ministries in the U.S., working with Global Health and UMCOR to potentially fund programs that meet the disciplinary mandate of the United Methodist Voluntary Services program. We look forward to expanding collaboration in the future.

In 2021, the unit seeks to increase the number of racial/ethnic applicants participating in Global Ministries' leadership development scholarship program and we will continue to work with our racial/ethnic plans and partners to increase the visibility of the program.

The Multiethnic Ministries program unit is committed to being in ministry with all communities, regardless of race/ethnicity, gender and socioeconomic status, and we look forward to working with current and new partners.

Dr. Dana Lyles

Director, Multiethnic Ministries

United States Disaster Response Report

United Methodist Committee on Relief

So far, 2020 has presented many challenges for the United Methodist Committee on Relief, including for its extensive work in the United States. Through October, we had 37 active U.S. Disaster Response grants, totaling over \$20 million. And we'd responded to 101 unique emergencies with technical assistance, training and capacity building, resources and supplies and/or grants. This includes eight major events related to tornadoes, one earthquake, one major flood, 28 named storms, of which eight became major hurricanes and seven made landfall in the United States, as well as 63 wildfires. The seventh major hurricane to make landfall in the U.S. is Zeta, which hit the U.S. Gulf Coast just weeks ago, while Eta remains active in the Gulf and we are monitoring its path. UMCOR continues to empower and equip U.S. United Methodist annual conferences in both prevention and response to such disasters – immediate and in the long-term.

Given the pandemic, the USDR team adapted all our core training resources for delivery by Zoom. We developed the curriculum "Connecting Neighbors in the time of COVID" for Conference Disaster Response Coordinators, also known as CDRCs. We moved the Fall Academy, an annual in-person training event, online and transitioned the early response team recertification process as well. In 2020 thus far, UMCOR has trained 1,287 individuals in disaster ministry through 72 training sessions in 17 annual conferences. UMCOR trained 141 Emergency Response Team trainers and they, in turn, trained approximately 1000 Early Response Team members (ERTs). This brings the number of trained and certified ERTs

available for service across the country to 5,979. With the pandemic continuing, and both hurricane and fire seasons not yet ended, we ask ourselves: where are we going?

In 2021, USDR's focus on preparedness and on recovery will continue. Our work in response is only as good as our planning before a disaster strikes. And, since UMCOR provides long-term as well as immediate disaster relief, we can assist conference-led disaster responders to assess and anticipate the needs of communities well-after the initial impact of a disaster. We also intend to increase the frequency of training opportunities for CDRCs. As a result, we are developing a robust training calendar, including curriculum on how disaster ministries can integrate their work with "communities at the margins." Beginning January 2021, USDR will offer multiple opportunities for training throughout each quarter. These courses will include Capacity Building, Diversity in Disaster Ministry, Building Back Better, and a new curriculum designed to walk both churches and conferences through the steps of disaster preparedness and planning. Each course will support partners in their quest to better serve disaster-affected communities. In 2021, by remaining flexible, increasing interdepartmental coordination, collaborating with other ministries and mainstreaming sustainability approaches for long-term recovery, UMCOR USDR can provide quality programming and encourage increased resilience at the community and conference levels.

Lara S. Martin

Interim Director, U.S. Disaster Response and Partner Relations

International Disaster Response Report

United Methodist Committee on Relief

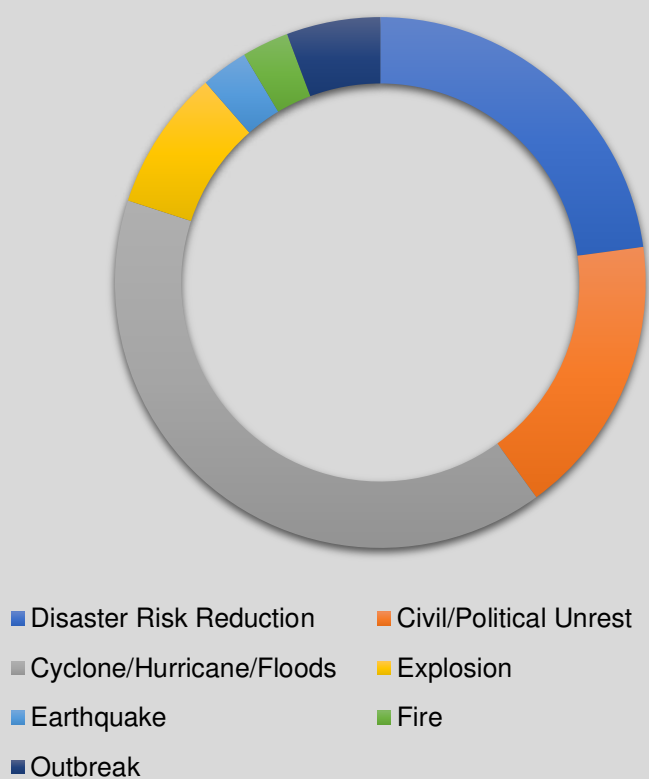
In addition to the COVID-19 pandemic and crises it has directly caused, we have seen a staggering number of natural and human-induced disasters this year, including flooding, landslides, drought and explosion. Circumstances challenge the way we deliver assistance in keeping with the Wesleyan principle to “Do No Harm.” We have seen decreased funding levels and internal personnel changes, but UMCOR and its partners are resilient and have found a way to meet the urgent humanitarian need for disaster risk reduction and relief and recovery programming despite the constraints of 2020.

International Disaster Response awarded 35 grants totaling over \$2.9 million, with 16 countries served. See visual details on this work below:

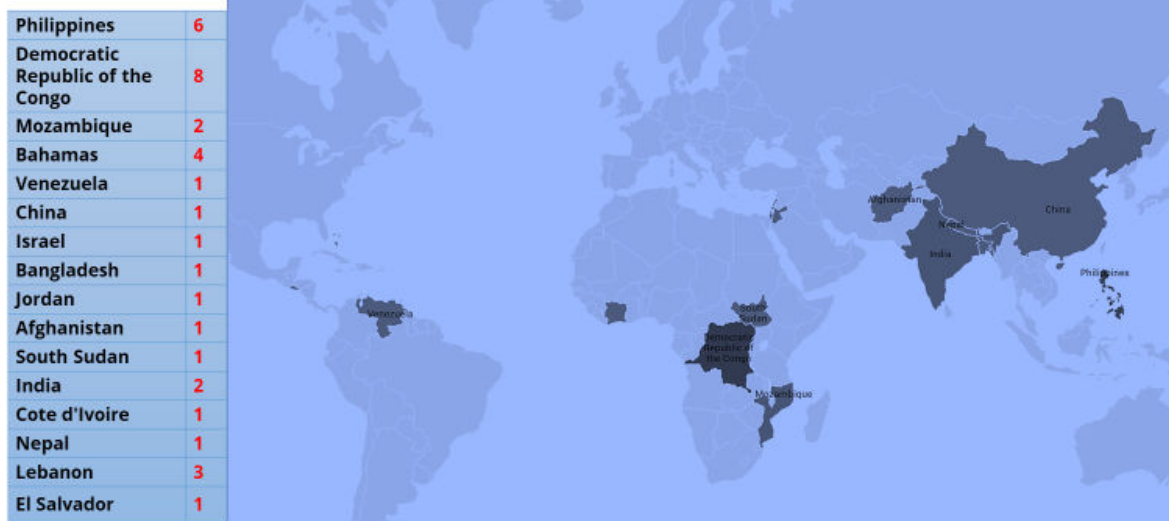
	# of Grants Awarded	\$ of Grants Awarded
Total	35	\$2,907,409
Relief	23	\$1,374,127
Recovery	12	\$1,533,282

	# of Grants Closed	\$ spent	# of Beneficiaries
Total	21	\$4,455,996	60,058
Relief	7	\$613,521	29,898
Recovery	11	\$3,615,480	29,538
Preparedness	3	\$226,995	622

Response types



16 Countries with Awarded Grants



What is remarkable is not the sheer volume of work done, but the adaptability, flexibility and courage demonstrated in meeting humanitarian needs. Here are a few examples of this:

Activities were revised to adhere to local and international safety and health guidance. Partners in Pakistan and Jordan pivoted to cash transfers instead of in-person distributions.

Projects considered the evolving need of populations in light of COVID-19. A Bahamas-based partner is now providing rental assistance instead of in-person psychosocial support.

Projects paid attention to the exacerbation of existing vulnerabilities. We initiated two projects addressing the mental health needs of women and children in Afghanistan and Jordan this year.

COVID-19 precautions must be integrated into all relief and development programming. All hygiene kits distributed now include masks and culturally-appropriate precautions.

In order to enhance disaster resilience at the local level, eight episcopal area-based Disaster Management Offices were trained in best practices for relief distribution programming. This year they implemented preparedness, relief and mitigation projects in Mozambique, DRC and the Philippines to help those affected by earthquakes, internal displacement, fire, flooding and COVID-19 related economic crises.

In so many ways, our partners have risen to the challenges presented this year and we look forward to walking with them into the uncertain future, the “new normal” of 2021. Next year, we will continue to train and equip the church in disaster preparedness and response through the Disaster Management Coordinator Program, broaden the work in our Africa portfolio, and serve vulnerable people at all phases of the disaster cycle.

Katie Hills Uzoka

Senior Program Manager, International Disaster Response

Environmental Sustainability

The resilience of a community can be measured in part by the health of its local ecosystem.

Local food systems, clean air, healthy water, flourishing habitat and local, renewable energy sources all contribute to a community's ability to weather storms, disaster and disease.

Community resilience flourishes in stability: the ability to count on seasons of rain and sunshine, the ability to build structures with the expectation that they can weather storms, the ability to create long-term plans for education and economic development. All these things build resilience.

The ministry of Environmental Sustainability addresses root causes of instability that make it hard for communities – and for all of God's creation – to flourish. Disaster response and recovery, community development and global health do not happen in a vacuum – they are embedded in creation. The flourishing of the communities we serve requires the flourishing of the contexts in which they are situated as well as the stability of the climate.

With Roland Fernandes' support, Global Ministries is accelerating the development of strategies to ensure that our ministries in mission include the whole community of God's creation. Staff members are working across teams to discern how to integrate renewable energy into disaster response, health care and agriculture. We are also equipping the church in best practices in energy and water efficiency, waste management and land management.

The task ahead requires wisdom and planning. We are collaborating with partners at other agencies on plans to resource the church for environmental sustainability. We are also working with technical experts and community leaders to develop pilot projects and test strategies.

Currently, we are testing a new type of solar refrigerator to store vaccines in communities with limited energy access. We are turning on the lights at solar projects on the U.S.-Mexico border and in the DRC. We are identifying equipment to provide renewable energy in disaster recovery for more reliable power with less stinky diesel fumes. We are equipping church energy managers to save budget dollars and reduce emissions through simple efficiency measures. We are training United Methodist EarthKeepers to develop projects in their communities, and we are walking alongside them as they implement their plans. And we are looking for partners to help us finance this work for the long haul.

It is for such a time as this – a time when fires are becoming more intense, storms more frequent and droughts more widespread – that we are called to build resilience, not just for ourselves but for all of creation.

The Rev. Jenny Phillips

Senior Technical Advisor

Environmental Sustainability

Global Health Unit and the Abundant Health Initiative Report

This year has held many challenges as well as significant achievements for us all. Our unit, like all of Global Ministries, has faced and responded to the COVID-19 pandemic, and most recently, to the loss of a Global Health champion and leader, Bishop Yambasu. But we have remained certain that we're here "for such a time as this."

We've continued forward and have found fulfillment in working out our mandate to promote "abundant health for all." As the general secretary has already shared, we're absolutely thrilled to share that we've exceeded our goal of reaching 1 million children with life-saving interventions. Indeed, by the end of September, we had reached 1,075,732 children! We thank God for this, and also you – our Board – our leadership, colleagues, implementing and prayer partners and our beloved donors, most of whom are found these days in virtual pews.

Response to the COVID-19 pandemic

The pandemic has impacted every community and every health facility. We're very grateful that we've been able to partner with UMCOR and its Sheltering in Love Rapid Response Initiative. It has brought relief to many thousands of people through grants to local churches, annual conferences, nonprofit organizations and health boards. These grants have funded training in infection control, handwashing stations, masks and gowns, equipment, awareness broadcasts on the radio, food and even income generation. At this moment, the Global Health unit is managing 28 COVID-19 grants in 17 countries, valued at almost \$280,000.

However, it is also imperative to plan for the longer-term effects of the pandemic. Unfortunately, in many of the countries we serve, more deaths are expected, for example, from malaria, AIDS, obstetric emergencies and malnutrition as a *result* of COVID-19 rather than *from* COVID-19 itself. This is because of diverted resources, delayed or cancelled services, unemployment, economic crises and the fear of catching COVID-19 while seeking treatment as a community member or offering treatment as a health professional. This presents a tremendous opportunity at a very difficult time and Global Health is integrating its response into existing programs.

Program Updates

A summary of our work includes *the continued strengthening of health systems* which is critical to the delivery of quality, affordable primary and secondary health care to the most vulnerable, including women and children. Included in our essential tasks are the accompaniment of our partners, ongoing facility revitalization and the gradual introduction of solar power. The addition of the water, sanitation and hygiene portfolio to the Global Health unit will help to address ongoing outbreaks of waterborne disease and also meet the need for clean water sources, storage and for sanitation at United Methodist health facilities.

Imagine No Malaria teams are working at both health facilities and in communities. Dr. Aloys, Burundi's Health Board Coordinator, wrote to us, saying "Through our recent programming and community education, the Kayero Health Center has seen an increase in patient load as more people seek health services here instead of from traditional healers." The North Katanga and Nigeria health boards have also seen increased attendance because of good services, free nets, tests and treatment.

The Maternal, Newborn and Child Health Program continues in partnership with the Health Systems Strengthening and malaria programs. For example, in Central Congo, in response to shared interventions, local leaders, health authorities and district superintendents made a joint statement to thank The United Methodist Church for the construction of a modern maternity center, a waiting home for pregnant women and a nutritional rehabilitation center. They rejoiced that water from the two boreholes would reduce waterborne disease and malnutrition.

However, access continues to be a problem and, with COVID-19, lockdown, fear and stigma have kept thousands of women and children away from services and assistance in many areas, although they've increased in others.

HIV counseling, testing and treatment remains part of all mother and child health services while in stand-alone projects, both in Africa and the United States, the goal is to reach young people because today, the face of HIV is a young person's face.

Programming in the United States includes the support of nutritional services, the care of vulnerable children, teenagers and older generations, and mental health training for clergy and laity. A network of Abundant Health coordinators, mission advocates and others meet regularly to share ideas and resources on the Abundant Health Initiative in their conferences, congregations and contexts. We trust that this will grow to include every conference with the goal of accompaniment, encouragement and support.

Strategies Moving Forward

As we move forward, we know that strategic changes must be made. These will include:

- Reducing the number of Global Health projects and planning comprehensive integrated work with those that remain;
- Increasing collaboration and integration with other units of Global Ministries;
- Seeking additional implementation and funding partners ourselves while encouraging and assisting United Methodist health boards to do the same.

The Global Health team would like to thank you again for your tremendous support, interest, giving and for your prayers. May you also know the abundant health that Jesus spoke of when he said: “I came that they may have life and may have it abundantly.” (John 10:10)

Kathleen Griffith

Interim Lead and Program Manager for Maternal Newborn and Child Health

Monitoring and Evaluation Report

Global Ministries constantly strives to strengthen its systems of accountability throughout the agency and with partnering institutions to help improve program efficiency. The Monitoring and Evaluation (M&E) function has been one of the instruments used by the agency to improve program performance and assess impact. The M&E unit has three main objectives that serve as its key mandates:

Helping management make good program decisions for maximum impact;

Improving program efficiency across the agency and partnering institutions;

Helping build systems for program accountability and stewardship within Global Ministries and the wider UMC community.

In 2020, the M&E unit continues to monitor, evaluate and strengthen data systems within the agency. A list of evaluations that have been completed in 2020 or are in progress can be found below. Many of the evaluations in 2020 have been process evaluations. M&E has also been conducting performance evaluations to determine whether the project or program successfully reached the targets it set out to achieve. With evaluations in 2020, the pandemic has halted several of our evaluation plans, however we continue to plan for 2021 and have started working with remote data collection when possible.

Table 1: List of 2020 Evaluations

Evaluations Topics	Category	Location	Unit	Year
Hurricane Harvey & 2016 Flooding Performance Evaluation	U.S. Disasters	Louisiana, United States	UMCOR	2020
Community Developers Program (CDP) Evaluation	CDP	United States	GMR	2020
Scholarship Evaluation	Scholarships	All Countries	MEM	2020
Missionary Process Evaluation	Missionary Services	All Countries	Missionary Services	In Progress (2020)
Hurricane Irma Evaluation, Florida Annual Conference	U.S. Disasters	United States	UMCOR	In Progress (2020)
Texas Disaster Case Management Program Evaluation	U.S. Disasters	United States	UMCOR	In Progress (2020)
Abundant Health Impact Evaluation	All Global Health Programs	Sierra Leone, Nigeria, Liberia and Côte d'Ivoire.	Global Health	In Progress (2020)
Haiti Livelihoods Evaluation	Livelihoods, Sustainable Development	Haiti	UMCOR	In Progress (2020)

Along with the evaluations, Global Ministries continues to report regularly on the Performance Monitoring Indicators, or PMIs, which is its internal monitoring mechanism. Each unit reports performance data to M&E on a quarterly basis. The data below from the PMI shows performance through the first half of 2020. Some of the highlights for the different units are:

The Global Health Unit has reached 100% of its goal in the first half of the year, awarding more than \$2.5 million. For grants that have closed in 2020, Global Health has reached more than 1 million people.

Through June 2020, UMCOR has responded to 31 unique disasters with 71 grants. More than 80,000 people have been reached and 1,200 people trained, mostly in disaster response.

Global Mission Relations supported 62 new faith communities and 104 mission pastors within its mission initiatives.

Multiethnic Ministries has provided 120 scholarships and supported 35 grants approved by the national plans.

At mid-year, 291 active missionaries were serving, with 235 serving outside of the U.S.

68 new missionaries and volunteers were trained or oriented by the middle of this year.

Communications produced 193 content pieces for external audiences and 477 social media posts.

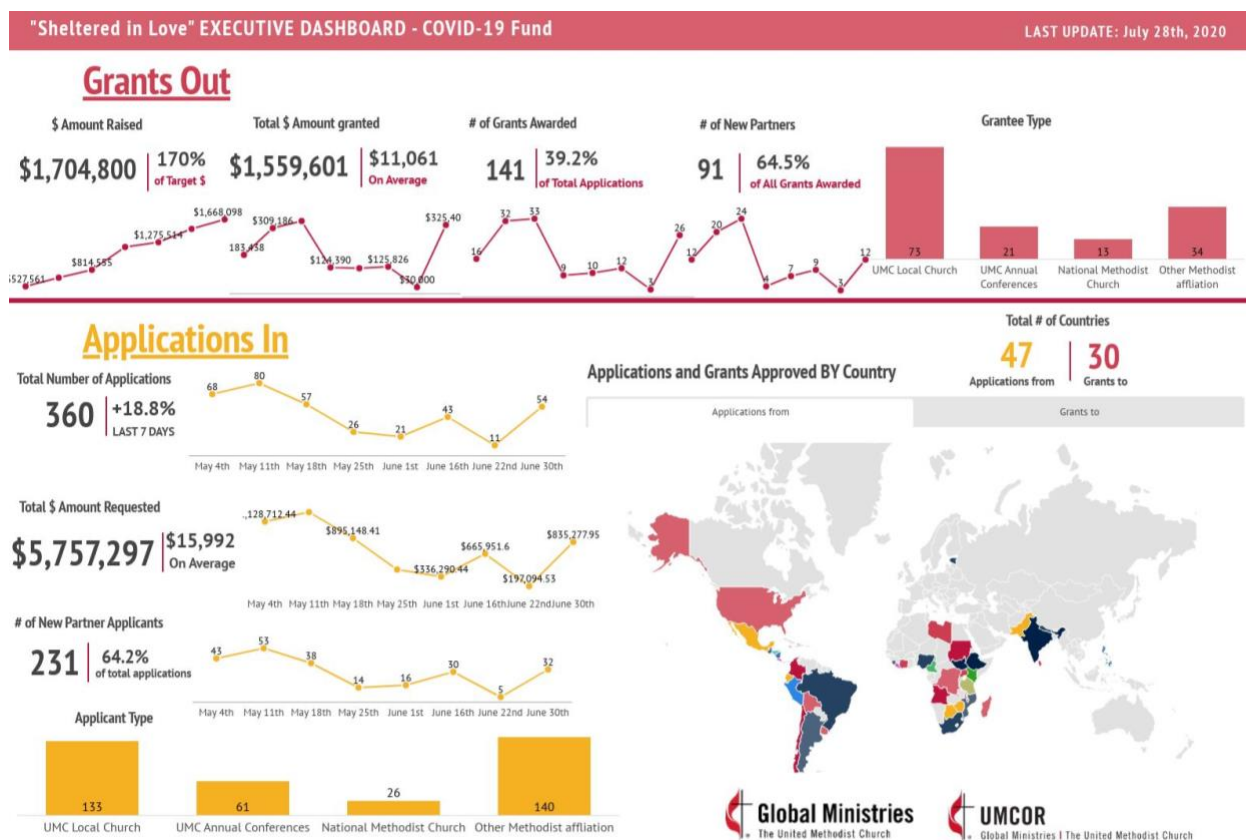
In fund development, 1,299 major donors were engaged and more than \$2 million in direct response donations have been received so far in 2020.

In Operations and Finance, more than 17,000 gifts were processed online, and 39 professional staff trainings were conducted.

Along with the PMIs, M&E was involved with Global Ministries' COVID-19 response and was able to incorporate regular monitoring data on a weekly basis in order for the agency to make informed decisions regarding the distribution of these Rapid Response grants. M&E developed dashboards that were updated weekly through July while the Shelter in Love campaign was receiving applications and awarding Rapid Response grants. There was a great response to the need, with 360 applications from 47 countries. The majority of the applications were from new partners, with 64% of the grants awarded to new partners of Global Ministries and UMCOR.

Following the completion of the Rapid Response grants, Global Ministries continued to fund COVID-19 needs through the regular grant programs of UMCOR, Global Health and Multiethnic Ministries. To date, Global Ministries and UMCOR have awarded 248 grants to respond to COVID-19, worth more than \$2.5 million; this includes the Rapid Response grants. Given that the grants were short-term, 37% of the grants awarded are closed. From those that have closed, more than 125,000 people around the world have been reached. UMCOR and Global Ministries continues to respond to COVID-19 in the changing environment and as needs continue to escalate. By all accounts, the work of Global Ministries and UMCOR is making an impact on persons and communities around the world.

Table 2: Example of COVID-10 Monitoring Dashboard



A key cornerstone to telling the story of the agency is by measuring impact. To further assess impact, M&E is undertaking agency-level impact evaluations in the main strategic areas. Starting with Global Health, and more specifically the Abundant Health program, M&E has developed an evaluation plan to assess impact. This agency-level impact evaluation incorporates six programs: Imagine No Malaria; Maternal, Newborn and Child Health; HIV; Food Security, WASH and non-communicable diseases.

The Abundant Health initiative has included multiple programs over the past four years, programming to more than 50 countries and 296 grants worth more than \$26 million. More than

half of the funds were awarded to partners in Africa, and more than 75% of the people reached through the programs are in Africa. Over the past four years, all six of the programs have contributed to our goal of reaching 1 million women and children with life-saving interventions and have contributed to improving health outcomes around the world.

As we move into the new year, plans to assess the impact of the three other key strategic areas, Missionary Services, Evangelism and Church Revitalization and Disaster Response and Development, will be undertaken.

As not only an accountability measure but also as means to improve performance and share findings across the agency, the M&E unit is gratified to support the important work of Global Ministries in equipping and transforming people and places for God's mission around the world. To learn more about the work of M&E, a copy of the 2019 M&E Annual Report is included as an addendum

Amihan Jones

Director, Monitoring and Evaluation

IV. CONCLUSION

I want to thank the staff for these reports – the staff members you have seen and others behind the scenes who helped with scripting, digital editing and other technical aspects of the report. This was a new experience for us in integrated report preparation and it is an example of collaboration among units.

I hope you recognized common themes in the reports and saw the determination and enthusiasm with which we are approaching mission challenges and opportunities we encounter in such a time as this.

As we try to anticipate what tomorrow may hold, we are striving to keep our focus on our central goals of being steadfast agents of God's mission within the realities and parameters we can identify. We are trying not to live in the "what if" territory. We shall take our bearings from Scripture, our theology of mission, and our 200 years of history. We are about God's mission, and that mission will continue regardless of the number and form of church agencies. We are called for such a time as this to be the best possible facilitators and partners in mission that we can be.

And we can be steadfast in God's mission because, as I said at the start, "God is our refuge and strength" and, to answer St. Paul's question in Romans 8, nothing can – or will – "separate us from the love of Christ." Amen.