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## PAPUA NEW GUINEA BIBLE TRANSLATION ASSOCIATION (BTA)

*A Wycliffe Global Alliance Organization*



# Strategic Plan: 2017-2019

Prepared by: Executive Director and Line Managers of BTA

Approved by: Board of Directors of BTA

Approved on: 26 November 2016

The following abbreviated version of BTA Strategic Plan was made public on 1 February, 2017.  
The full 38-page version is available upon request.

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Vision: Papua New Guineans transformed by the translated Word of God



# EXECUTIVE SUMMARY OF STRATEGIC PLAN

### Context

Papua New Guinea is the most linguistically-diverse nation in the world, with an estimated 800 languages in total, 200 of which do not have even a portion of God's Word translated. The Papua New Guinea Bible Translation (BTA) was established 36 years ago to help meet the needs of these Bibleless communities. For over three decades, BTA has been partnering with local church leaders, with assistance from international partners, to produce translations of God's Word that are accurate, clear, and natural.

### Objective

As we move forward, BTA's desire, as expressed in our three-year strategic plan, is to grow into a more productive and self-sufficient organization, while maintaining our strength in indigenous, community-based translation projects that incorporate the best aspects of translation methodology which we have learned from many international partners.

The full Strategic Plan was drafted over many months of effort, totaling countless hours of work by the Board of Directors, staff, and third-party consultants<sup>1</sup> with expertise in organizational development. The result is the most communally-derived and professional planning document in BTA's 36 year history

### Goals

As has been true for decades, Bible translation and language related services is BTA's top priority. This will continue and be strengthened in the years ahead by significantly increasing the number of Bible translation projects in our "active" portfolio, and the number of national Translation Consultants. Now, at this point in our ministry's life cycle, it is also time to focus on two new top-level goals: organizational strength, and increased funding from PNG sources. As we pursue greater cooperation with the partners inside PNG (business community, church leaders, and lay people), BTA will be less reliant on external partners, though they will remain an important part of how God is accomplishing His work in PNG and in BTA.

In summary, BTA's primary goals, to be completed by the end of 2019, are:

1. Strengthen a BTA-owned Bible translation program, and increase *active* Bible translation projects by 52%,
2. Improve organizational efficiency and professionalism
3. Add staff in key areas, both on the field, and in support roles
4. Double the *amount* of (and increase by 40% the *share* of) funding from PNG sources

In pursuit of these goals, BTA has identified hundreds of action items, summarized on the next page.

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<sup>1</sup> Consultants provided by Seed Company's *Global Initiatives Team*, as well as Wycliffe Global Alliance—Americas Area.



## ACTION PLAN

### Summary

In-depth actions plans for each department of BTA are available upon request. In brief, the some of the most significant action items for the entire period from 2017 to 2019 are listed, by department, below:

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| <p><b>BIBLE TRANSLATION:</b></p> <ul style="list-style-type: none"> <li>• Complete six (6) existing Bible translations from among BTA's current active portfolio.</li> <li>• Strengthen nine (9) existing Bible translations, increasing their activity status at least one level.</li> <li>• Begin six (6) new Bible translation projects from among communities that are inviting us to assist them.</li> <li>• Increase the number of national Translation Consultants from current six to ten (10).</li> <li>• Establish a BTA-owned project management process, enabling BTA to better manage and market projects.</li> <li>• Develop information systems related to Bible translation projects, in order to strengthen reporting and measurement</li> </ul> |  |
| <p><b>LITERACY:</b></p> <ul style="list-style-type: none"> <li>• Hire three literacy workers</li> <li>• Ensure literacy activities are coupled with on-going translation projects</li> <li>• Conduct 45 literacy workshops</li> </ul>   | <p><b>SCRIPTURE-IN-USE:</b></p> <ul style="list-style-type: none"> <li>• Assess the scripture engagement of all active translation projects</li> <li>• Conduct training to strengthen a majority of projects</li> <li>• Annually follow-up with SIU consults</li> </ul>  |
| <p><b>BUSINESS DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>• Upgrade guesthouse, office rentals, and conference hall, creating more profits for ministry activities</li> <li>• Develop and begin annually-repeating activities for PNG-based fundraising</li> <li>• Strengthen relationships with several international partners</li> </ul>  | <p><b>CHURCH &amp; GOVERNMENT RELATIONS</b></p> <ul style="list-style-type: none"> <li>• Recruit one additional staff for relationship building with PNG churches</li> <li>• Increase communications and relations with PNG church</li> <li>• Network and partner more with PNG government</li> <li>• Constituent database and email mass-marketing</li> </ul> |
| <p><b>HUMAN RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Hire two new executives</li> <li>• Increase training and development both for translation workers, and for administrative staff</li> <li>• Train all staff as needed on new systems</li> </ul>   | <p><b>FINANCE:</b></p> <ul style="list-style-type: none"> <li>• Hire one accounting assistant</li> <li>• Overhaul budgeting process to empower line managers and directors for better access &amp; control</li> <li>• Implement project-based accounting</li> </ul>  |
| <p><b>INFRASTRUCTURE:</b></p> <ul style="list-style-type: none"> <li>• Construction of additional housing for key staff</li> <li>• Facelift of headquarters office</li> <li>• Hire part-time property manager for regional sites</li> <li>• Redevelopment of Madang, and improvements at other regional centers</li> </ul>  | <p><b>INFORMATION TECHNOLOGY:</b></p> <ul style="list-style-type: none"> <li>• Enlist services of a PNG-based technology consultant for needs assessment.</li> <li>• Establish better communication tools, centralized server, and stronger Internet connectivity</li> </ul>   |



## PAPUA NEW GUINEA BIBLE TRANSLATION ASSOCIATION (BTA)

### BUDGET

#### Financial Impact on 2017 Budget

BTA's strategic plan represents significant increases in our planned activities, project expenses, and personnel. Cost figures, by department, below illustrate these new levels of investment (for 2017 only). First column shows 2016 budget. Second column lists the Board-approved increases, consistent with the first year's implementation of BTA's current Strategic Plan. Third column is the sum, resulting BTA's 2017 budget.

|                                     | 2016               | Strategic Plan<br>2017 Investment | 2017 Budget        | % of<br>Budget |
|-------------------------------------|--------------------|-----------------------------------|--------------------|----------------|
| Bible Translation                   | K 492,127          | K 90,100                          | K 582,227          | 34%            |
| Literacy                            | K 36,663           | K 65,625                          | K 102,288          | 6%             |
| Scripture-in-Use                    | K 37,643           | K 10,567                          | K 48,209           | 3%             |
| <b>Language Programs Sub-total</b>  | <b>K 566,433</b>   | <b>K 166,292</b>                  | <b>K 732,724</b>   | <b>42%</b>     |
| Church and Government Relations     | K 42,063           | K 47,333                          | K 89,396           | 5%             |
| Business Development & Fundraising  | K 66,176           | K 16,756                          | K 82,932           | 5%             |
| <b>External Relations Sub-total</b> | <b>K 108,239</b>   | <b>K 64,089</b>                   | <b>K 172,328</b>   | <b>10%</b>     |
| Infrastructure                      | K 223,395          | K 89,000                          | K 312,395          | 18%            |
| Administration                      | K 269,577          | K 0                               | K 269,577          | 16%            |
| Human Resources                     | K 34,563           | K 116,347                         | K 150,910          | 9%             |
| Finance                             | K 24,607           | K 30,156                          | K 54,763           | 3%             |
| Information Technology              | K 24,442           | K 18,550                          | K 42,992           | 2%             |
| <b>Operations Sub-total</b>         | <b>K 576,584</b>   | <b>K 254,053</b>                  | <b>K 830,637</b>   | <b>48%</b>     |
| <b>Total</b>                        | <b>K 1,251,256</b> | <b>K 484,434</b>                  | <b>K 1,735,689</b> | <b>100%</b>    |

#### Notes:

All figures are in Kina (K), the currency of Papua New Guinea. Current exchange rate is K1 = \$0.32 (USD).

While goals and plan outlines detailed in previous pages of this brief are for the *entire* period from 2017 through 2019, the budgeted figures above are 2017 only, as per BTA budgeting policy. For estimate purposes only, BTA's total three year budget is projected to be K5,355,689, based on: 2017: 1,735,689 (firm); 2018: K1,780,000 (estimate); 2019: 1,840,000 (estimate).



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# STORY

## “Dance to Our Own Music”

In PNG culture, the *story* of this strategic plan is as important as the *content* of the plan itself. BTA is at pivotal and interesting point in its history...

Our recently-former executive director, David Gela, is to be commended that he opened the door to the organizational development process, involving external consultants. This was an expression of his and the Board's realization that it was time for BTA to take hold of its own vision and run with it.

One of the many developments through the organizational development process was the Board's realization that we needed an executive with a business background—and also the heart of a pastor—to lead our ministry into the future. After a long search, Tony Kotauga took the reigns of BTA in 2015. Under Tony's leadership, a thorough assessment of BTA's field projects and administrative programs was conducted. BTA's vision was broadened, with a new emphasis on becoming a strategic, results-driven ministry, with a deeply missiological culture. As we focused even more on God's nature, a bright new day was dawning for BTA...

However, God in His sovereignty allowed two difficult challenges into BTA during the latter part of 2016.

First, in mid-2016, Tony fell ill. His symptoms were many, and leadership suffered in the interim, though various line managers stepped in and took the reigns for a time. Through the grace of God and prayer of many, Tony is re-assuming the executive director role in February, 2017. His affliction brought many pains, but also great gain. The Lord took Tony on a journey the last six months of 2016, teaching him more deeply about God's divine nature, and that (like the Old Testament leader, Joshua) BTA must be an organization where plans and planning documents come first from a prayerful reliance on God, and commitment to do things His way. Tony has gained a deeper conviction that God will be glorified as BTA starts every process on its knees, in prayer, and he is ready to run forward as the leader of the staff team, but do so from his knees.

Second, after a careful review of a controversial, foreign translation methodology, BTA choose to publicly reject this methodology, resulting in a primary funder withdrawing all support for BTA. Despite this loss, BTA's trust in our God, who supplies all our needs, has never been higher. In fact, this funder's withdrawal has served as a catalyst for BTA's implementation of this strategic plan. Now is the perfect time to accelerate our plans to stand on our own, not chase funding that is inconsistent or tangential to our priorities, and begin to “dance to our own music.”

This phrase, “dance to our own music” has come up in conversations among BTA staff and leadership many times in recent months. It expresses our desire to set our own priorities... design, manage and market our own projects... and finally invite partners to join us in fulfilling



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our priorities, and running our own projects.

BTA's organizations partnerships is a tapestry of mostly international organizations, overseas. We are grateful for how God has woven this tapestry over they years, and we know the future will have many threads of these same partners. But a new day is continuing to dawn at BTA. Our future will include a significant increase in partnerships with Papua New Guinean churches, individuals, and like-minded organizations. This will make the tapestry more colorful, and stronger, as we develop more relationships and networks nearer to home. We believe the church in Papua New Guinea has dominion over the current and future Bible translation activity within her borders, and we look forward to serving the church more closely in the years ahead.

We want to dance to our own music. Now, with this tree-year strategic plan, BTA is determining the course of its future, proactively. We invite any and all partners to join us in the work God is clearly calling and equipping us to do, for Him. Your investment of relationship, prayer, and funding into BTA is an investment into Papua New Guinea, the most linguistically diverse country in the world, and into the many language communities without a single verse of God's Word in their mother tongue.

If you would like to join us in pursuit of these goals, and if you would like to become or increase your involvement in BTA's story, then we invite you to come, dance to our music!

Please contact us at [info@pngbta.org](mailto:info@pngbta.org).

*Cover Photo:* A young girl holds a New Testament in Urat, her mother tongue, during the August 2016 dedication. The Urat projects is one of over 50 projects in PNG which BTA has involvement. Credit: S. Frey.

