

# **EVANGELICAL PRESBYTERIAN CHURCH, GHANA**



## **5-YEAR STRATEGIC PLAN**

**JAN 2025 – DEC. 2029**

*AGENDA FOR REVIVAL, TRANSFORMATION AND  
GROWTH*

August 2024

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## **THE STRATEGIC PLANNING COMMITTEE MEMBERS**

- |    |                           |          |
|----|---------------------------|----------|
| 1. | Pr. Charles Sitsofe Sakyi | Chairman |
| 2. | Rev. Dr. Francis Amaglo   | Convener |
| 3. | Pr. Sedem Akafo           | Member   |
| 4. | Rev. Emma E. Sepah        | Member   |
| 5. | Pr. Prof. F.K. Amedahe    | Member   |
| 6. | Rev. Alice Blunya-Ankutse | Member   |
| 7. | Rev. Daniel Torvinyo      | Member   |

## Abbreviations

AACC	-	All African Conference of Churches
AHRM	-	Administration and Human Resource Management
AO	-	Accountable Officer
AQT	-	Annual Quarterly Target
CCG	-	Christian Council of Ghana
DBD	-	Department of Business Development
DOF	-	Director Of Finance
DSC	-	District Session Council
EPCG	-	Evangelical Presbyterian Church, Ghana
EPSU	-	Evangelical Presbyterian Students' Union
GA	-	General Assembly
GAEC	-	General Assembly Executive Council
GAO	-	General Assembly Office
GES	-	Ghana Education Service
HQ	-	Headquarters
ICT	-	Information & Communication Technology
IWC	-	Indigenous Worship Centre
JYF	-	Junior Youth Fellowship
KRA	-	Key Result Area
M & E	-	Mission and Evangelism
MEO	-	Monitoring and Evaluation Officer
NGO	-	Non-Governmental Organization
PESR	-	Programme, Ecumenical and Social Relations
PMS	-	Performance Management System
PSM	-	Presbytery Synod Moderator
SHS	-	Senior High School
SICE	-	Students in Church Evangelism
SPFT	-	Strategic Plan Facilitation Team
SPIC	-	Strategic Plan Implementation Committee
ToT	-	Training of Trainers
WCC	-	World Council of Churches
WCRC	-	World Communion of Reformed Churches
YAF	-	Young Adults Fellowship
YICE	-	Youth in Church Evangelism

## Foreword

The Evangelical Presbyterian Church, Ghana (EPCG) developed its first Strategic Plan in 2016 to effectively carry out its mission in fulfillment of the Great Commission. The plan period was envisaged for a duration of five (5) years, from 2017 to 2021, with a view to reviewing it periodically to respond to the ever-changing environment.

This is the second Strategic Plan of the Church, which was accepted at the 2024 General Assembly. It is slated for a duration of five (5) years, from 2025 to 2029. The first Strategic Plan generated a lot of enthusiasm for the Church, as it revealed many activities within the Key Results Areas (KRA) at the General Assembly (GA) Court, which had not been attended to for the effective management and growth of the Church. Despite the challenges in implementing the first Strategic Plan (2017–2021), it was able to generate sufficient interest to create a demand for the second Strategic Plan.

The second Strategic Plan was prepared by a committee set up by the General Assembly Executive Council (GAEC) in December 2022. This second plan has been guided by an evaluation of the first plan and has taken into account the recognized needs of the immediate future of the Church.

The Church has a mission to fulfill and an agenda to pursue. The 5-year Strategic Plan is branded "AGENDA FOR REVIVAL, TRANSFORMATION AND GROWTH."

Our journey towards this strategic plan has been one of prayerful reflection, rigorous analysis, and collective visioning. It is the product of countless hours of dedication by our church leaders, members, and volunteers, who have contributed their insights, wisdom, and passion for our church's mission.

In the ever-changing landscape of our world, the call for renewal and growth within our church community has never been more pressing. It is with great joy and anticipation that we present to you our strategic plan, titled "Agenda for Revival, Transformation, and Growth." This comprehensive plan reflects our deep commitment to spiritual renewal, community transformation, and sustainable growth, guided by the timeless principles of our faith.

The Agenda for Revival, Transformation, and Growth is structured around three core pillars:

1. **Revival:** Aiming to rekindle the spiritual fervor within our church, this pillar focuses on deepening our faith through dynamic worship, robust discipleship programs, and fervent prayer initiatives. We believe that a revived spirit will empower us to live out our faith more vibrantly in our daily lives.
2. **Transformation:** This pillar emphasizes our commitment to being agents of change in our communities. Through impactful outreach programs, social justice initiatives, and community engagement, we strive to reflect Christ's love and bring light to places of darkness.
3. **Growth:** Recognizing the importance of both numerical and spiritual growth, this pillar outlines strategies for evangelism, membership retention, and leadership development. We are committed to expanding our reach, nurturing new believers, and equipping our members to become strong, confident disciples of Christ.

The Church is highly indebted to the Strategic Planning Committee for producing this document and the necessary auxiliary materials. Included in the materials are the Key Performance Indicators (KPI) for the Departments and Committees at the various Courts, as well as templates/forms in readiness for the plan's takeoff. It therefore behooves us as a Church to give our best to ensure the objectives in the Strategic Plan are achieved.

As we embark on this exciting journey, we invite each of you to join us in this divine mission. Your participation, prayers, and support are invaluable as we seek to fulfill God's purpose for our church. Together, let us embrace this vision with unwavering faith and dedication, knowing that with God's guidance, we can achieve extraordinary things.

May this strategic plan inspire, guide, and bless our community as we move forward, united in our commitment to revival, transformation, and growth.

In His service,

Rt. Rev. Dr.Lt. Col. B.D.K.Agbeko (Rtd.)  
Moderator of the General Assembly  
Evangelical Presbyterian Church, Ghana

## **Executive Summary**

### **Background**

The Evangelical Presbyterian Church of Ghana (EPCG) turned 177 years old on 14th November 2024. This is the second documented Strategic Plan of the Church. Despite the challenges in implementing the first plan (2017 – 2021), it has generated sufficient interest to call for a second attempt. This document was prepared by the Strategic Planning Committee set up by the General Assembly Executive Council (GAEC) in November 2022.

This second plan (2025 – 2029) has been guided by all the criticisms of the first plan and takes into account the recognized needs of the immediate future of the Church.

### **The Goal**

The overall goal of this strategic plan is to promote the total growth of the Church – in numerical strength, spiritual quality, the welfare of members, and accountability of Church resources. Essentially, the goal emphasizes the mission of EPCG and expands on the 2023 theme of EPCG: "Revive us Again, O Lord! Heal and Restore Us."

### **The Objectives**

To achieve the goal, the overarching objective is to take practical steps to implement the stated vision of the EPCG to be a dynamic agent of God, leading in the Great Commission to bring light to where there is darkness and transforming our world into the likeness of Christ. The specific objectives are:

- a) To retain, sustain, and increase the membership of the Church both spiritually and physically.
- b) To nurture the membership to develop a holistic, effective, sustainable evangelistic and discipleship Christian mindset.
- c) To improve and diversify funding sources for effective financial mobilization for the Church.
- d) To seek and provide for the well-being of the membership.
- e) To streamline an integrated approach in the design and construction of infrastructural facilities for the Church.

### **The Structure of the Plan**

This plan is built around the functional administrative structures of the Church, i.e., the Eleven (11) Departments, namely: Internal Audit, Finance, Programmes, Ecumenical and Social Relations, Development, Environment and Relief, Administration and Human Resource Management, Estate, Music and Worship, Mission and Evangelism, Education, and Business Development.

### **Key Challenges**

- a) Directors of Departments and Unit Heads are appointed without performance indicators and some without job descriptions, presenting a challenging situation for monitoring and evaluation.
- b) Each Director is pursuing a noble course, but there is no official merger of their activities, suggesting low supervision. This has trickled down to all the Courts of the Church.
- c) The Church adopted the Departmental structure in 2008, and this new structure has not been evaluated to determine if the Church is achieving its intended purpose.

- d) The total input of the Legal and Estate/Properties Units of the Church is assumed rather than felt.
- e) The evangelism outlook and performance in the Church are low, as there is no week slated for evangelism on the Calendar despite the Church's desire for a 15% growth rate by the end of the year.
- f) Capacity building in Church Planting and Mission is quite low, and there appears to be no systematic and uniform national effort towards Church planting.
- g) Much remains undone each year due to a lack of funds. Fundraising sources remain traditional and limited, and investment portfolios are negligible.

### **Major Strategic Considerations**

- a) All appointed Directors must be given job descriptions and Key Performance Indicators to enable them to work according to guidelines and develop complementary programs.
- b) Evaluate the Departmental structure adopted in 2008 to understand its effect on the Church's growth and advise accordingly.
- c) Resource and properly place the Legal and Property Units under the AHRM Department to enable them to play a more prominent role in the Church.
- d) Develop a blueprint for Church planting and mission strategy for the Church. This should be incorporated into the curricula of the Catechists and Evangelists and Probationary Studies at the Evangelical Presbyterian Theological Seminary – Peki.
- e) Every District must set up and inaugurate at least two (2) functional Preaching Posts/Congregations within the plan period. Districts that cannot plant Churches in their jurisdictions are encouraged to cross borders to other Presbyteries to plant and nurture Churches. Districts in such situations can adopt and strengthen other weaker Churches outside their Presbyteries.
- f) Presbyteries must encourage their districts to set up Indigenous Worship Centres, English Services, and Youth Services to capture natives of their localities and retain youth attracted away from the Church after tertiary education.
- g) The Moderator of the General Assembly must visit at least one (1) tertiary institution with EPSU in a year and include it in his/her itinerary whenever visiting a Presbytery.
- h) Presbytery Moderators and District Ministers must include annual visits to tertiary and all Senior High School institutions with EPSU in their jurisdictions.
- i) Districts must adopt EPSUs in their jurisdictions and support them in welfare matters to maintain the link between them and the Church.
- j) Capacity building in entrepreneurial skills at both the congregational and individual levels must be stepped up through the Department of Business Development (DBD).
- k) Departments should be encouraged to raise funds, within the constitutional mandate, from corporate and partner institutions. Amounts raised should be deposited into an escrow account under the supervision of the Central Finance Committee and ring-fenced to support their activities.
- l) Appointment of Directors should be done by head-hunting where specific individuals are shortlisted and interviewed for appointment.
- m) A conscious effort must be made to groom personnel to take headship positions in the educational institutions of the Church.
- n) All annual reports at all the Courts and the General Assembly must necessarily account for the progress of the implementation of the plan.

- o) An Implementation Coordinator/Facilitator must be appointed for this plan at all the courts of the church. At least every Presbytery must organize a Training of Trainers (ToT) workshop on how to implement the plan.

### **Implementation**

Sections 1.7 and 1.8 present how to understand and use this document, respectively; an implementation plan has also been presented in Chapter 6. It is recommended that this plan is reviewed in the mid-term, 2026, using the annual monitoring and evaluation reports as a guide.

The implementation of this plan does not replace prayer in the Church; rather, it calls for prayer support to enable it to play a role as the Church strides confidently into its third century of existence.

### **Mission**

Finally, the Church has a mission to fulfill and an agenda to pursue. With God's unfailing help, by the end of the planned period, the Church population is projected to reach a target of Three Hundred Thousand (300,000) members, who will have grown spiritually and matured as disciples. Hence this 5-year Strategic Plan is branded as "AGENDA FOR CHURCH GROWTH."

## **Chapter 1**

### **Introduction**

#### **1.1 Background**

The Evangelical Presbyterian Church, Ghana (EPCG), is a product of the missionary efforts of the North German Missionary Society (Bremen Mission), founded on 9th April 1836. As a result of an invitation from Kwadzo Dei Tutu Yao II, King of Peki, through his son, Rev. Lorenz Wolf arrived in Peki on 14th November 1847. That day marked the birth of the Church (EPCG). He preached the first sermon based on Psalm 22:22. The life and witness of the EPCG are defined by its vision: to be a dynamic agent of God, leading in the Great Commission to bring light to where there is darkness and transforming our world into the likeness of Christ.

With dynamic changes occurring in Christendom, the E.P. Church, Ghana felt it was not responding adequately to the rapid changes taking place in the socio-religious environment. The view was held that the Church was held back by conservatism and had become complacent. In response, the Church prepared its first documented strategic plan, which covered a 5-year period from 2017 to 2021. It was implemented with some challenges, notably finance and a low appreciation of the concept in the Church setting. Key among these challenges was that stakeholders and the general membership were not adequately informed and educated on the plan and its implementation.

However, because of the minimal success that was achieved, the Church is awakening to the value of a strategic plan as a good guide for the direction of the Church. Hence, this second strategic plan covers the period from 2025 to 2029.

Let us first answer this question: What is a strategic plan? As a working definition, a Strategic Plan may be defined as ‘creating the future you want and taking the steps to get there.’

#### **1.2 The Challenge**

The Church has generally experienced a slow growth rate, with the youth who have been born and nurtured in the Church migrating to other churches after completing tertiary education. This period is when they are most needed to help build and stabilize the Church for the future. Additionally, the Church's financial strength is weak, with traditional and non-diversified sources of income.

It has also been observed that the Church's social impact at the national level is diminishing, particularly in the area of disciplined upbringing, which used to be the pride of Presbyterianism. There is an increasing presence of heresy and false doctrines in society as the second coming approaches.

For these reasons, it is necessary to look into the future over a specific period and design appropriate measures to create the future we want.

### **1.3 The Goal**

The overall goal of this strategic plan is to promote the comprehensive growth of the Church – in numbers, spiritual quality, physical well-being, and financial health.

### **1.4 The Objective**

To achieve the goal, the overarching objective is to take practical steps to implement the stated mission of the EPCG: "to be a DYNAMIC AGENT of God, leading in the Great Commission to bring light to where there is darkness and transforming our world into the likeness of Christ." This mission echoes the mandate of the Lord Jesus Christ as expressed in Matthew 28:18-19: "And Jesus came and spoke to them, saying, 'All authority has been given to Me in heaven and on earth. Go therefore and make disciples of all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Spirit.'"

The specific objectives, therefore, are:

- a) To grow, maintain, and strengthen the membership of the Church both spiritually and physically.
- b) To nurture the membership in developing a holistic, effective, and sustainable evangelistic and discipleship Christian mindset.
- c) To improve and diversify funding sources for effective financial mobilization for the Church.
- d) To seek and provide for the well-being of the membership.
- e) To streamline an integrated approach in the design and construction of infrastructural facilities for the Church.

The strategies to achieve these objectives are discussed under the appropriate Departments in Chapter 7.

### **1.5 The Structure of the Report**

The report is arranged into Eight (8) chapters; Chapter 1 is the Introduction which ends with this section. Chapter 2 presents the vision, mission, and values of the Church as well as the governance structure of the Church. Chapter 3 is the review of the first Strategic Plan, and the lessons from that informed the new thinking. Chapter 4 delineates the Church's cross-cutting specific challenges as gleaned from the review of the first strategic plan. This is followed by the inherent qualities and challenges of the Church (SWOT Analysis) in Chapter 5. Chapter 6 is the Strategic Plan which packages the response to issues raised in Chapters 3 and 4 in the light of Chapter 5. Chapters 7 and 8 present the Performance Management System and Implementation Plan respectively. The Annexes follow thereafter.

### **1.6 Understanding this Report**

It is important to read all the chapters preceding the proposed strategies, which start from Chapter 6. The write-up is devoid of much technical language, guided by the reviewed comments of the previous document. For example, instead of using a SWOT analysis, 'internal qualities and challenges' have been presented.

Furthermore, in the strategic plan itself, the use of a matrix that is typically employed to present a plan of this nature has been avoided. The matrix usually includes indicators, means of verification, responsibility, and timing. These elements have been toned down. Instead, the strategies have been presented under derived objectives, the period of implementation, general indicators towards an outcome, and the responsible institutions for each strategic activity, all presented laterally instead of vertically.

The value of this approach is that quarterly and annual reports on the plan should inform the duty bearers about the effect (outcome) of activities on the Church rather than just the number of activities that have been undertaken.

The uniqueness of this document lies in its comprehensive analysis of each department. Each department's problems (issues) are summed up, corresponding objectives are assigned, and specific strategies are outlined for each. In this way, it can be used at all the Courts where these departments/committees are established.

### **1.7 How to use the Strategic Plan**

As mentioned earlier, each Department has been presented with its issues, objectives, and strategies for a period of five (5) years. Each strategic statement contains ideas that must be implemented over this period. These statements must be broken down into Annual Action Plans at every Court, indicating what must be done in years one, two, three, and so on.

Congregations and Districts are at different stages of growth; therefore, a national-level action plan has not been provided. However, a guide has been provided in Chapter 8 on how each District or Congregation can prepare an action plan based on its level in response to a specific strategy. This approach will promote ownership and mass participation at each Court.

### **1.8 Periodic Review**

It is recommended that this plan be reviewed at the mid-term in 2027. The review will be informed by the annual reports submitted at the General Assembly level. Each annual report will be evaluated against the targets set for each section of the report. This review will enable us to identify the challenges being faced and make recommendations for the way forward.

### **1.9 Mission and Agenda**

Finally, the Church has a mission to fulfill and an agenda to pursue. With God's unfailing help, by the end of the planned 5-year period (2029), the Church population is projected to reach a target of 300,000 members, who will have grown spiritually and matured as disciples. Hence, this 5-year Strategic Plan is branded as '**AGENDA FOR CHURCH GROWTH**'.

## Chapter 2

### Vision, Mission, Values and Governance Structure of The Evangelical Presbyterian Church, Ghana.

#### 2.1 Vision

The Vision of the Church is to be a dynamic agent of God, leading in the Great Commission to bring light to where there is darkness and transforming our world into the likeness of Christ, and to be self-sustaining. (Art. 5 (1) EPCG Constitution 2020).

#### 2.2 Mission

“The Church exists to propagate the Gospel holistically by empowering our members spiritually, materially and socio-culturally, to be effective agents of the Great Commission”. (Art. 5 (2) EPCG Constitution 2020). The Mission is to be derived through:

- a) Mobilizing the entire Church for prayer
- b) Improving Church growth through evangelism and nurture
- c) Attaining self-sufficiency through effective resource mobilization
- d) Promoting socio-economic development through advocacy and effective delivery of social services
- e) Upholding the Reformed Tradition
- f) Cherishing partnership with worldwide body of Christ.

#### 2.3 Core Values

As stated in Art. 5 (3) of EPCG Constitution, EPCG was founded on certain core values that are not compromised with in the attainment of the Church’s strategic objectives and these are:

- a) The Scripture is central to our faith:
  - i. Faith in the Triune God
  - ii. Study of the Scripture
  - iii. Living according to the Scripture.
- b) We want to bear the fruit of the Holy Spirit:
  - i. Love, joy and peace
  - ii. Forbearance, kindness and goodness
  - iii. Faithfulness, gentleness and self-control.
- c) We believe in Servant-Leadership:
  - i. Compassion, humility and service
  - ii. Developing and supporting our members to High Performance.
  - iii. Walking the talk/living the values.
- d) We uphold Stewardship and Discipleship:
  - i. Integrity and Discipline
  - ii. Selflessly propagating the word of God
  - iii. Act in the best interest of the Church.
- e) We are a diversified culture - upholding democracy:
  - i. Actively welcome new-comers
  - ii. Tolerance, accommodation and fairness
  - iii. There is space for everyone to reach his/her potential in the Church
  - iv. Abide by the Church Constitution, Regulations and due process.

## 2.4 The Governance Structure of the Church

The Church is governed through four Courts (Art. 7 (2) EPCG Constitution 2020). These are, from lowest to highest: the Congregational Session, District Session, Presbytery Synod, and the General Assembly.

**The Congregational Session** is the government of the Local Congregation. It is made up of the Agents (Ministers and Catechists), Presbyters, and other members as provided for by Article 8(6) of the EPCG Constitution. The Agent-in-Charge chairs the Session meetings.

**The District Session** is the next Court. It consists of a number of Congregations in the Districts and is led by a District Minister. It deals with matters affecting the Congregations within the District, with functions provided for in Article 9(3).

**The next Court is the Presbytery Synod**, made up of members stipulated in Article 10(6a) of the EPCG Constitution, with functions provided for by the same article in 10(8). It deals with matters affecting the districts in its jurisdiction.

The Church adopted the **General Assembly (GA)** concept in 2008, replacing the Synod. The GA is a step above the Synod as the highest decision-making body of the Church, formulating policies to be implemented by the Church. There are two broad distinguishing factors between the GA and the Synod: under the GA, the Presbyteries have a higher level of autonomy than under the Synod system, and representatives from the Presbyteries to the GA are designated as Commissioners rather than delegates as under the Synod structure.

The GA meets bi-annually to receive reports from the Presbyteries. In between Assemblies, the Church is managed by a General Assembly Executive Council (GAEC), which also has a Standing Committee that meets regularly to deal with matters requiring attention between GAEC meetings.

Furthermore, the administration of the Church is reorganized into eleven Departments per Article 37 (4) of the Church's 2020 Constitution. These are: Internal Audit, Finance, Programmes, Ecumenical and Social Relations, Development, Environment and Relief, Administration and Human Resource Management, Estate, Music and Worship, Mission and Evangelism, Education, and Business Development. Each Department has a Director who reports to the General Assembly through the Clerk of the General Assembly. The Departments coordinate the activities of the Committees in the Church.

## Chapter 3

### Performance Review of EPCG Strategic Plan (2017 – 2021)

#### 3.1 Introduction

The EPCG prepared and implemented its first documented 5-year Strategic Plan, covering the period from 2017 to 2021. The performance review of the plan after the 5-year period showed that the plan was not implemented as expected and proposed by the consultants. Some aspects of the plan were not addressed at all, resulting in no evidence of implementation in those areas. Although educating the Church about the Strategic Plan was critical to its effective implementation, the level of education among Church members was found to be very low. Consequently, their involvement in the implementation was negligible. Most Church agents were not knowledgeable about the issues and, therefore, could not provide any valuable information on its implementation.

From the Evaluation Committee’s point of view, the overall implementation level was below 50%. Leadership’s involvement in the implementation was considerably low, and no quarterly reports were received from them throughout the 5-year span of the plan. Similarly, adequate resources were not provided for the implementation at all levels.

Below are the views of the Evaluation Committee on how the implementation of the plan fared and the state of the Church after the five (5) years of implementation:

**Table 1: Performance Review of EPCG Strategic Plan (2017 – 2021)**

SN	ISSUES AT THE START OF PLAN	COMMITTEE'S OPINION AFTER EVALUATION
1	“Branding of the Church” was weak	The branding of the Church has seen some progress, but it still lags behind other similar denominations in the country.
2	The desired Organizational Culture has not been consistently embedded across the Church and communication from top – down and feedback from bottom-up were both weak.	Communication from top-down and feedback from bottom-up remain relatively weak.
3	The Human Resource Management and Administration was found not to be delivering effectively on its core function of maximising the contributions of every employee of the Church	The situation at the end of the plan does not seem to be different due to the lack of requisite personnel at the directorate.
4	Finance Management was also found not delivering effectively on its core function of maximising the value of the Church’s financial resources	The financial management of the Church has improved compared to the start of the plan. Procurement processes have been streamlined, financial reporting has equally improved, and a treasury management system has been developed. This system is now guiding budgetary implementation and disbursements.

5	Programmes' co-ordination, Ecumenical and Social Relations, Missions and Evangelism were weak.	The situation remains unchanged from what it was at the start of the plan.
6	The concept of Christian Education was found not to be well grounded to achieve the intended purpose and the whole Church was not fully engaged with the concept of Christian Education.	Not much was heard about this concept during the implementation of the plan.
7	The Christian Social Services (Diakonia), Development, and Environmental Management domain lacked clear focus and was not well defined, structured and organized.	The focus remained unclear at the end of the Strategic Plan in 2021.
8	There was inadequate inventory/register of all infrastructure assets, and also inadequate legal registration of all such assets.	Some effort was made regarding the assets of the Church during the period. However, much more needs to be done to holistically capture all assets to enable the Trustees to discharge their Chapter 8, Article 16, Section 6 mandates of the EPCG Constitution.

**IMPLEMENTATION STRATEGIES**

	<b>WHAT SHOULD BE DONE</b>	<b>WHAT WAS DONE</b>
1	The entire membership of the EPCG must be on board and play their part effectively. This involves informing church members of the challenges and concerns, and building confidence and belief in the Plan among both the members and the leadership of the Church.	The Church woefully failed to implement the plan in this respect.
2	The Standing Committee should organize a number of launch events to present and explain the highlights of the Strategic Plan, including the process, key strategic issues, Implementation Plan, and Strategy for Monitoring and Evaluation. This launching was expected to be done at the following levels: The Church decision-making level (General Assembly), The Presbyteries, Selected Districts and Key Congregations	This was also not meaningfully accomplished at the various levels.
3	The quarterly monitoring of the implementation by the Standing Committee was advised to inform further implementation activities. This was expected to be cascaded down to the lowest level with feedback received backup.	Quarterly monitoring of the plan was only partially done during the first two years of the five-year plan.

4	Annual evaluations were to be conducted at the end of each year of the plan to determine how the actual results compared to the goals set in the plan, re-examine the goals for relevance, understand why the results were achieved, and identify key inputs needed for the implementation of the plan in the coming year.	This part of the implementation plan did not come to fruition.
5	Questions that arise during the implementation period should be gathered and appropriately addressed. Additionally, all relevant new ideas and suggestions should be considered and incorporated.	This has not been the case

### 3.2 Lessons Learnt for future strategic plans

Lessons learnt are presented in two subheadings: general and specific lessons.

#### 3.2.1 General Lessons

- a) Stakeholder participation during the preparation of the plan must be broadened to include the General Assembly Council, Trustees, Presbyters’ Union, Pastors’ Association, Generational and Non-Generational Groups, and Catechists’/Evangelists’ Union. Representatives from these bodies must participate in preparations at all levels.
- b) There must be massive awareness creation, education, and capacity building to appreciate and sustain interest during the period of implementation. A Training of Trainers approach may be used to extend capacity building to the congregational level.
- c) Annual appraisal for the performance of the plan must be built into the system to track the progress of implementation.
- d) Agents must be trained to be disciplined in plan implementation, and their performance in Mission and Evangelism must be appraised annually. Good performance must be rewarded.
- e) Fund mobilization must be diversified and improved, and a prioritized expenditure policy must be adopted, skewed towards Mission and Evangelism.
- f) Programs from the lower Courts presented to the Departmental Directors should include Key Performance Indicators to enable monitoring and evaluation, rather than just serving as information.

### 3.2.2 Specific Lessons

- a) **Mission and Evangelism (M&E):** The Church is not intentional about evangelism and discipleship. This is reflected in the expenditure ranking and the assessment of the respondents. There is no policy guiding the evangelism agenda of the Church, nor is there a policy on how preaching posts or newly planted congregations should be managed and transitioned to full-fledged congregations. There is little coordination among the Departments towards evangelism and Church growth.
- b) **Finance and Audit (FAA):** The Finance Department must advise on prioritized expenditure policies while ensuring proper handling of paperwork (budget and financial accounting). Supervision and monitoring must improve, especially at the lower Courts. Income sources are not diversified enough.
- c) **Programme, Ecumenical and Social Relations (PESR):** The Department lacked the resources to respond promptly to social issues at the national level, such as unemployment, corruption, degradation of the environment, divorce rate, and indiscipline. There is no clear policy directing how generational groups are to operate. The Department has little or no oversight of the programme officers.
- d) **Education:** The moral impact of the Church is not greatly felt in the schools. The Church must organize itself to play a role in the moral life of the schools.
- e) **Administration and Human Resource Management (AHRM):** The Department lacked the personnel and resources to execute its mandate effectively. For efficient running, aside from the Director, the department should have officers responsible for administration, Human Resources, Legal matters, ICT, and Public Relations.

## Chapter 4 Challenges in The Head Office

- a) **All the Directors derive their job descriptions from the Constitution**, which provides them with a general framework. Each individual is left to craft their specific annual performance targets, making it difficult to evaluate any Director by any standard. This suggests that the supervisory regimen over the Directors is lacking.
- b) **The Directors have no direct oversight responsibilities of the Department at the lower Courts beyond the Presbyteries.** After policy guidelines have been developed at the national level, the Presbyteries carry out the implementation and report to the General Assembly Council and the General Assembly. The Directors receive information on the implementation and impact of the policies from the Presbytery levels. Therefore, there is no direct link between the Directors and their Departmental coordinators at the lower Courts.

This lack of oversight responsibilities raises three fundamental questions:

- Do the Directors perform administrative functions only on the lower Courts?
- Are the Directors not permitted by the GA concept to perform pastoral roles over the lower Courts?
- Are they limited by the General Assembly concept to remain as policy formulators and not to appraise its implementation?

If the response to all three issues above is ‘Yes’, how are they helping the growth of the Church? On the other hand, if the responses are negative, how long must this be perpetuated? Whichever way, there is a need to evaluate the GA system to ensure that effective Church growth structures are developed and implemented.

- c) **There is a financial challenge for all the Departments.** None of the Departments is able to complete its mandated activities during the year due to financial constraints. The Church is not able to generate enough resources for its annual budget and spends about 70% of the amount raised on salaries and administrative expenses.

To broaden the base of resource mobilization, the Directors must be guided by the Church to raise funds from partner organizations and philanthropists. However, the amount raised must be ring-fenced to support the operations of the particular Department.

- d) **Mission and Evangelism (M&E) does not receive the required emphasis.** M&E has no week of celebration in the year despite the mission of the Church. Additionally, evangelism as a subject is studied as a one-semester course at both the Trinity Theological Seminary and the Evangelical Presbyterian Theological Seminary-Peki. The summary is that capacity building in M&E in the Church is limited in its impact and influence.
- e) **The Education Department liaises between the Ghana Education Service and the Church**, providing technical advice for a mutually beneficial relationship between the two institutions. It works with Regional and Local Managers of schools who are at the Courts of the Church. The challenge is that the role of the Department in ensuring discipline in the schools is reduced because it does not have full control over the administration of the

schools, such as insisting on the religious background of the teachers posted to the schools and the one who heads the school. There is a need to train Christian teachers to lead 'morning devotions' in the schools.

- f) **The Church has the Legal and Estate/Property Units subsumed under the AHRM.** These are important units that must be resourced to play a more frontal role in the administration of the Church. For example, the Legal Department could accept commercial cases from Church members and even the general public at a lower fee and ring-fence the amount for use in the Department. The Estate/Property Unit could also provide designs and guidance for infrastructure development at all the Courts to ensure structures symbolize the Church's identity and effective use.

**Conclusion:** The Church has operated around the Departments since 2008. As realized from the above analysis, there are both operational challenges and advantages, and this must be carefully studied. It is recommended that the role of the Departments in the administration of the Church be evaluated to inform future directives for the Departments.

## Chapter 5

### Inherent Qualities and Challenges of the EPCG (SWOT Analysis)

**Table 2: Inherent Qualities and Challenges of the EPCG**

<b>Strength</b>	<b>Weakness</b>
<ul style="list-style-type: none"> <li>a) The Church is well-structured into four Courts: General Assembly, Presbytery, District, and Congregation. This structure provides a disciplined route for information flow.</li> <li>b) The Church has a guild of professionals who are called upon to render services to the Church as needed.</li> <li>c) The Christian educational growth of the Church is streamlined through the use of an Almanac and a Bible Study outline.</li> <li>d) The Church encourages ministries that nurture the spiritual and physical needs of its membership.</li> <li>e) There is a uniform format for preparing Congregational accounts, which are packaged through the Courts to the General Assembly level.</li> </ul>	<ul style="list-style-type: none"> <li>a) The disciplined structure of the Church creates a bureaucracy that slows down information flow and creates some disconnect between the General Assembly office and the lower Courts.</li> <li>b) The financial sources of the Church remain traditional—offerings, tithing, etc. Consequently, fewer projects than expected are completed each year.</li> <li>c) The professionals in the Church have not been fully mobilized to contribute their quota.</li> <li>d) There is inadequate knowledge and practice of biblical truths/principles with respect to modern religious challenges.</li> </ul>
<b>Opportunity</b>	<b>Threat</b>
<ul style="list-style-type: none"> <li>a) Access to Christian growth materials in the country through the media, books, and technology is quite high.</li> <li>b) There are several churches and chapels that make it easy for people to select and attend church services on Sundays.</li> <li>c) There is freedom of association and worship in the country, allowing people to attend church services at any hour of the day and any location.</li> </ul>	<ul style="list-style-type: none"> <li>a) The environment is polluted with religious heresies that tempt people away from the true gospel.</li> <li>b) Other churches lure the youth with simplistic messages and positions/titles, drawing them away from established churches.</li> <li>c) Apostasy is growing due to the dwindling impact of the Christian faith at the national level.</li> </ul>

**Chapter 6**  
**The Strategic Plan**

IN RESPONSE TO ISSUES  
(HEAD OFFICE AND DEPARTMENTS)

## 6.1 Issues for Standing Committee

### 6.1.1 Issues and Objectives

There are crosscutting issues which have been already discussed and being summed up with corresponding objectives around which strategies are developed are presented in Table 3. They are to be handled administratively at the Head Office.

**Table 3: Issues and Objectives for Standing Committee**

Summary Issues raised	Objectives
a) Low evangelism outlook and performance in the Church	<ul style="list-style-type: none"> <li>○ To improve the effectiveness of Directors of Departments by 2029</li> <li>○ To improve the evangelism consciousness in the church by 2029</li> <li>○ To properly situate the role of Catechist in church planting, discipleship and nurturing of preaching points into full Congregations</li> </ul>
b) High level of autonomy among the Church Groups	
c) Agents job description, specifications and performance targets are not stated in their appointment letters.	
d) Some Directors and officers at the General Assembly Office do not have functional officers at the lower Courts.	
e) The role of the Presbytery Treasurer and Financial Clerk has become duplicitous and must be merged.	
f) There is little formal interrelationship among the Directors.	
g) Much is left undone every year as a result of inadequate of finance.	

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li><b>h) The role of the Catechist is not well defined and their impact in Church growth not acknowledged, particularly those not consecrated.</b></li><li><b>i) To properly situate the role of Ministers, Catechist and Evangelist in Church Planting, discipleship and nurturing of preaching posts into full Congregations</b></li></ul> |  |
|---|--|

6.1.2 Strategies in Response to the Standing Committee Issues

**Table 4: Strategic Plan for Standing Committee Issues**

Objective with strategies	Year					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<b>1) To improve the effectiveness of Directors of Departments by 2029</b>								
a) Evaluate and Review the Departmental structure of the Church to improve its effectiveness.	-	→						
b) Assess the possibility of creating a Legal and Estate/Property unit and commercialize them.	-	-	-	-	-	-	-	-
c) Design a procedure to appoint Directors by head hunt.	-	→						
d) Prepare annual targets within the confines of the constitution and the strategic plan for all Directors on appointment.	-	→						
e) Each Director should work with an approved annual work plan.	-	-	-	-	-	-	-	-
f) Conduct an annual evaluation for each Director based on the work plan.	-	-	-	-	-	-	-	-
						All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome	Directors can be monitored and effectiveness at lower Courts improved	Clerk of the General Assembly, Presbytery Moderators

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Objective with strategies	Year					Indicator	Outcome	Responsibility
	1	2	3	4	5			
g) Allocate slots on the EPCG website for all Directors to post their Annual Action Plans and Programs that can be accessed by the lower Courts	→							
<b>2) To improve the evangelism consciousness of the Church by 2029</b>								
a) Organize quarterly meetings among Directors to strategize for total evangelism at all Court levels	→	→	→	→	→	→	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome	Church members will receive a boost towards Mission and Evangelism
b) Incorporate Mission and Evangelism targets in every activity of each Department at all Courts	→	→	→	→	→	→		
c) Each Director to appraise plans/programs from the groups and the Courts with a Mission and Evangelism lens	→	→	→	→	→	→		
d) Prepare a composite budget on annual basis to ensure adequate support for Departmental activities.	→	→	→	→	→	→		
								Clerk of the General Assembly, Presbytery Chairpersons, District Ministers

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Objective with strategies	Year					Indicator	Outcome	Responsibility	
	1	2	3	4	5				
<b>3) To properly situate the role of Ministers, Catechist and Evangelist in Church Planting, discipleship and nurturing of preaching posts into full Congregations</b>									
a) Upgrade Catechist training to incorporate Church Planting and Discipleship.	---	---	---	---	---	---	Same as above	Catechists are rendering effective ministerial services in the Church	District Ministers, PSMs, Clerk of GA, GAC and GA.
b) Organize refresher courses to enhance the capacities of Catechists, ensuring effective and impactful delivery of their duties.	---	---	---	---	---	---			
c) <b>Develop a recruitment blueprint for Tent Ministers</b> , who will be assigned to fewer congregations. Additionally, strategically recruit younger full-time Ministers/ Missionaries, preferably below 40 years of age.	---	---	---	---	---	---			
d) <b>Establish the position of Catechist on a Tent basis</b> , with full-time positions considered in exceptional cases.	---	---	---	---	---	---			
e) <b>Appoint Evangelists/Missionaries on a full-time basis</b> to oversee church planting, discipleship, and the nurturing of preaching posts into full congregations.	---	---	---	---	---	---			

## 6.2 Mission and Evangelism

### 6.2.1 Issues and Objectives

The specific issues previously discussed are summarized, and the corresponding objectives under Mission and Evangelism are developed and presented in Table 5. The Mission and Evangelism strategy will be addressed on two fronts: internal and external.

**Internally**, the Church aims to establish a brigade branded as the **Young Missionary Movement**. This initiative will focus on capturing, nurturing, maintaining, and sending forth young members to lead the Church in evangelism and expand its territory for the future.

**Externally**, the Church will train its members to evangelize as part of its mandate and strategic goal.

**Table 5: Issues and Objectives for Mission and Evangelism**

Summary of Issues	Objectives
a) There is emigration out of the Church, especially the youth	<ul style="list-style-type: none"> <li>○ To retain, increase and maintain the youth in the Church by 2029</li> <li>○ To increase the membership growth at the national level by an annual average of 10% annually</li> <li>○ To improve the exercise of spiritual gifts and its impact in the Church from 2026</li> <li>○ To increase resource (financial) allocation to M&amp;E from 2025</li> <li>○ Informal Specialized Ministries must be mainstreamed</li> </ul>
b) Membership of the Church is growing in reverse order in relation to the number of congregations.	
c) There is an apparent lack of the exercise of spiritual gifts as members in the Church seek prayer support from outside the Church	
d) Actual expenditure on Mission and Evangelism is among the lowest in the key results areas	
e) Campus Ministry coordination is generally weak as the Ministers in charge are poorly resourced.	

6.2.2 Strategies in response to Mission and Evangelism issues

**Table 6: Strategic Plan for Missions and Evangelism**

Objective with strategies	Year					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<b>1) To retain, increase and maintain the youth in the Church by 2029</b>								
a) Every Congregational session must promote generational groups, organizing special teaching lessons for effective discipleship and mentorship.	-	-	-	-	-	-	-	→
b) Encourage responsible youth to take up positions at all levels of the Courts in the Church	-	-	-	-	-	-	-	→
c) Establish at least one English/Indigenous Congregation/Assembly in every district, utilizing existing facilities where possible.	-	-	-	-	-	-	-	→
d) Presbytery Synods are to form campus ministry committees to cater to every tertiary institution within the presbytery and establish one where there is none.	-	-	-	-	-	-	-	→
e) Districts are to form campus ministry committees to cater to every secondary school with an EPSU and establish one where there is none.	-	-	-	-	-	-	-	→

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Objective with strategies	Year					Indicator	Outcome	Responsibility	
	1	2	3	4	5				
f) The Moderator of the General Assembly should visit at least one tertiary institution with an EPSU annually.	-	-	-	-	-	-	-	-	→
g) The M&E Director should collaborate with the Youth Programme Officer to train EPSU members in all secondary and tertiary institutions.	-	-	-	-	-	-	-	-	→
h) Every Congregation must raise support for the EPSU members within its locality	-	-	-	-	-	-	-	-	→
i) Parents should support the Church to encourage and inspire their children to remain in the Church	-	-	-	-	-	-	-	-	→
<b>2) To increase the membership growth at the national level by an annual average of 10% annually</b>									
a) Develop a Blueprint for National Church Growth and Evangelism Agenda.	-	-	-	▶					
b) Organize capacity-building workshops on the Blueprint at the Probationary Studies, Ministers' Continuous Education Program, and the School of Evangelism at the Evangelical Presbyterian Theological Seminary.	-	-	-	-	-	-	-	-	→
c) Introduce Mission and Evangelism Week on the Almanac/Church Calendar, specifically designed for outreach programs.	-	-	-	-	-	-	-	-	→

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Objective with strategies	Year					Indicator	Outcome	Responsibility						
	1	2	3	4	5									
d) Set targets for Mission and Evangelism (M&E) in every program of all Church groups	-	-	-	-	-	-	-	-	-	-	→			
e) Provide cutting-edge in-service training for Church Agents to build capacity on M&E at all levels of the Church's courts.	-	-	-	-	-	-	-	-	-	-	→			
f) Establish a fully-fledged Congregation in every district every five years.	-	-	-	-	-	-	-	-	-	-	→			
g) Appoint an evangelism coordinator for every District to lead all M&E activities.	-	-	-	-	-	-	-	-	-	-	→			
h) Districts and congregations should allocate a minimum of 10% of their total expected income for direct evangelistic activities.	-	-	-	-	-	-	-	-	-	-	→			
<b>3) To encourage Prayer Life and exercise of spiritual gifts and its impact in the Church from 2027</b>														
a) Increase the number of Prayer Centers headed by trained Agents of the Church	-	-	-	-	-	-	-	-	-	-	→	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to	Spiritual gifts manifestation will increase to meet the needs of members	M&E Director, all Agents
b) Institute annual fasting and prayer weeks alongside the M&E week on the Church Calendar	-	-	-	-	-	-	-	-	-	-	→			
c) Institute teaching services on the gifts of the Holy Spirit at the Congregational level at least two	-	-	-	-	-	-	-	-	-	-	→			

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Objective with strategies	Year										Indicator	Outcome	Responsibility	
	1	2	3	4	5	6	7	8	9	10				
times in a year led by the Agents or members so gifted.											achieving the outcome			
d) Set up and operate District level prayer teams to offer prayer needs at the local level	-	-	-	-	-	-	-	-	-	-				→
<b>4) To increase resource (financial) allocation to M&amp;E from 2025</b>														
a) Accept M&E as a priority item on the expenditure budget	-	-	-	-	-	-	-	-	-	-	→	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome	Church growth would be enhanced	Agents, Session members and Group Leaders, Property Mgt. C'ttee and Finance Coord. at the District Levels
b) Prepare annual M&E Action Plan with the budget for the authorizing body for approval at all Courts	-	-	-	-	-	-	-	-	-	-	→			
c) Diversify and increase fund mobilization avenues.	-	-	-	-	-	-	-	-	-	-	→			
d) Prepare the Church Planting Budget for the ensuing year.	-	-	-	-	-	-	-	-	-	-	→			
e) Organize teaching services on freewill giving beyond harvest days.	-	-	-	-	-	-	-	-	-	-	→			

### 6.3 Administration and Human Resource Management

#### 6.3.1 Issues and Objectives

The specific issues already discussed are summed up and the corresponding objectives under AHRM are developed and presented Table 7.

**Table 7: Issues and Objectives for Administration and Human Resource Management**

Summary of Issues	Objectives
a) The coordinating role of the AHRM is more at the National than the lower Courts	<ul style="list-style-type: none"> <li>○ To improve the visibility and effectiveness of AHRM and its units at the lower Courts.</li> </ul>
b) The department is not adequately resourced with the requisite personnel.	
c) The Estate/Properties unit can function better than it is now if it is appropriately positioned	
d) The Legal Unit is not being utilized to serve a full purpose for the Church.	
e) The Public Relation (communication and advocacy) Unit must be developed and used more effectively.	

6.3.2 Strategies in response to AHRM

**Table 8: Strategic Plan for AHRM**

Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<b>1) To improve the visibility and effectiveness of AHRM and all the Departments at the lower Courts by 2029</b>								
a) Recruit qualified professional personnel to fill key roles in the department/directorate.	-	-	-	-	-	-	-	→
b) Facilitate the linkage of the Courts to the national website.	-	-	-	-	-	-	-	→
c) Build the capacities of the lower Courts in accessing the internet and the linkage to the national website.	-	-	-	-	-	-	-	→
d) Upload all the annual action plans, policies, and protocols of every Department on the site.	-	-	-	-	-	-	-	→
e) Upload the annual action plans of all the Courts to the site.	-	-	-	-	-	-	-	→
f) Ensure that all the action plans of the lower Courts are linked to the national action plans of each Department.	-	-	-	-	-	-	-	→

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Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
g) Appoint and orientate AHRM Officers at the lower Courts to partner with the M&E Director in organizing, mobilizing, and executing Mission and Evangelism activities	---	---	---	---	---	---	---	→
h) Develop a comprehensive communications policy to project and preserve the integrity of the Evangelical Presbyterian Church, Ghana brand.	---	---	---	---	---	---	---	→
i) Set up an active and well-resourced Public Relations (communication and advocacy) Unit to support the work of the General Assembly office through effective and strategic communication, bridging the information gap between the Church and its stakeholders	---	---	---	---	---	---	---	→
j) Communicate and refresh the EPCG leadership, motivating the staff and all group leaders throughout the ecclesiastical year with the theme of the year to sustain interest.	---	---	---	---	---	---	---	→

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Objective with Strategies	Years					Indicator	Outcome	Responsibility	
	1	2	3	4	5				
<b>2) To ensure value-for-money development in the Congregations</b>									
a) The Estate/Property Unit is to design modular housing and Church structures for Congregations to select and develop in alignment with their needs.	-	-	-	-	-	-	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome	The knowledge of the youth and their interest in the Church would increase and with the right teaching, they will remain in the Church	Missions and Evangelism Director, Chaplain, Moderator, PSMs and District Ministers
b) Educate congregations to adopt strategic planning as a culture, considering the future needs of a growing congregation, such as children's services and meeting rooms, ICT cubicles, etc.	-	-	-	-	-	-			
c) Educate Congregations to Incorporate sustainable and cost-effective practices, such as using energy-efficient materials and solutions, which can reduce long-term operational costs.	-	-	-	-	-	-			
<b>3) To build the capacity of agents of the Church to meet its evolving needs in the contemporary world by 2029.</b>									
a) <b>Agents Continuous Education and Training:</b>							All reports, quarterly or annual, should indicate how close the	Uniform and coordinated activities would be carried out from the General	AHRM and all the other departments from the General Assembly to the congregational level,
• Implement regular workshops and seminars on leadership, theology,	-	-	-	-	-	-			

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Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
community engagement, and technology. • Promote and support online courses from reputable institutions to ensure ongoing learning and skill development.	---	---	---	---	---	→	activities undertaken are leading to achieving the outcome	Assembly to the Congregational level of the Church. Presbytery Moderators, and District and Local Ministers.
<b>b) Leadership Development:</b> • Establish mentorship programs pairing experienced leaders with emerging leaders. • Organize annual leadership retreats focusing on strategic planning, leadership skills, and personal development.	---	---	---	---	---	→	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome	Uniform and coordinated activities would be carried out from the General Assembly to the Congregational level of the Church. AHRM and all the other departments, from the General Assembly to the congregational level, as well as Presbytery Moderators and District and Local Ministers.
<b>c) Integration of Technology:</b> • Provide training on the use of digital tools for communication, administration, and outreach. • Encourage effective use of social media platforms to enhance community engagement and communication.	---	---	---	---	---	→	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to	Uniform and coordinated activities would be carried out from the General Assembly to the Congregational level of the Church. AHRM and all the other departments, from the General Assembly to the congregational level, as well as Presbytery Moderators and District and Local Ministers.

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Objective with Strategies	Years					Indicator	Outcome	Responsibility	
	1	2	3	4	5				
							achieving the outcome		
<p>d) <b>Well-being of Church Agents:</b></p> <ul style="list-style-type: none"> <li>• Offer counseling and support services to church agents to promote mental and emotional well-being.</li> <li>• Encourage a healthy work-life balance to prevent burnout and sustain productivity.</li> </ul>							<p>All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome →</p>	<p>Uniform and coordinated activities would be carried out from the General Assembly to the Congregational level of the Church.</p>	<p>AHRM and all the other departments from the General Assembly to the congregational level, Presbytery Moderators, and District and Local Ministers.</p>

## 6.4 Programme, Ecumenical and Social Relations

### 6.4.1 Issues and Objectives

The specific issues already discussed are summed up and the corresponding objectives under PESR based on which strategies are developed have been presented below.

**Table 9: Issues and Objectives for Programme, Ecumenical and Social Relations**

Summary of Issues	Objectives
a) Ecumenical presence at the various levels of EPCG is low	<ul style="list-style-type: none"> <li>○ To scale up the relevance of the Church at the national level</li> <li>○ To promote disciplined and corrupt free Christian life in the Church</li> <li>○ To improve the coordination and operation of generational groups to enable effective church life and nurturing.</li> <li>○ To enhance the ecumenical presence at all levels of EPCG</li> <li>○ To improve counselling and discipline and spiritual growth along the generational group structure in the Church</li> <li>○ To improve discipleship training and nurturing in the Church</li> </ul>
b) The rate of response by the Department to national social issues such as Corruption, governance, unemployment, divorce rate and indiscipline is slow	
c) Church Groups are not properly structured therefore no proper nurturing is provided.	
d) Not every Congregations has a Counseling Committee.	
e) Campus Ministry coordination is weak as Ministers in charge are poorly resourced.	
f) The autonomy of the Generational Groups is too strong.	
g) Discipline among the youth in the Church is weak.	

<b>h) Discipleship training is least emphasized.</b>	
<b>i) There is little coordination between the M&amp;E and Programme Officers in Evangelism and Discipleship training.</b>	

6.4.2 Strategies in response to PESR

Table 10: Strategic Plan for PESR

Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<b>1) To scale up the relevance of the Church at the national level by 2029</b>								
a) Assemble data on socio economic issues such as unemployment, marriage, divorce rate, death, level of indiscipline, environmental degradation and state of cleanliness both at the local and national levels ( every 2yrs).	---	---	---	---	---	---	---	---
b) Seek alliances with NGOs, Ministries and Agencies in areas of great concern to provide solutions	---	---	---	---	---	---	---	---
c) Interfaith and Community Partnerships: <ul style="list-style-type: none"> <li>• Collaborations: Partner with other faith-based and community organizations for joint initiatives.</li> <li>• Dialogue: Promote interfaith dialogue to foster understanding and collaboration</li> </ul>	---	---	---	---	---	---	---	---
d) Public Campaigns: Launch media campaigns that highlight the Church’s contributions and value and organize public discussions on topical issues of national importance both at the local and national levels through Colloquiums, FM stations and Information Centers	---	---	---	---	---	---	---	---

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Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<p>e) Social Justice and Advocacy:</p> <ul style="list-style-type: none"> <li>• <i>Advocacy Initiatives: Take a stand on social justice issues and advocate for policies that align with the Church's values.</i></li> <li>• <i>Community Activism: Encourage and support community activism and participation in civic duties</i></li> </ul>	---	---	---	---	---	---	---	→
<p>f) Digital Presence and Media:</p> <ul style="list-style-type: none"> <li>• <i>Online Platforms: Develop a robust online presence through websites, social media, and podcasts.</i></li> <li>• <i>Live Streaming: Stream sermons, events, and educational programs to reach a wider audience.</i></li> <li>• <i>Content Creation: Generate engaging content that addresses contemporary issues from a faith-based perspective</i></li> </ul>	---	---	---	---	---	---	---	→
<p>g) Revamp and equip the Research Unit to monitor and evaluate issues of national interest for effective participation in national affairs.</p>	---	---	---	---	---	---	---	→
<p>h) Youth Involvement and Mentorship:</p> <ul style="list-style-type: none"> <li>• <i>Youth Programs: Create programs and events that resonate with younger</i></li> </ul>	---	---	---	---	---	---	---	→

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Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<p>generations, such as music festivals, sports events, and leadership workshops.</p> <ul style="list-style-type: none"> <li>Mentorship: Establish mentorship programs that connect youth with experienced church members</li> </ul>								
<p>i) Organize fora - seminars, and workshops – to educate Agents on topical issues in order to educate members at all levels through the pulpit and the media.</p>	---	---	---	---	---	---	---	→
<p>j) Cultural Relevance:</p> <ul style="list-style-type: none"> <li>Contextualization: Adapt messages and programs to reflect the cultural context of different communities.</li> <li>Cultural Events: Host cultural events that celebrate diversity and promote inclusivity</li> </ul>	---	---	---	---	---	---	---	→
<b>2) To promote disciplined and corrupt free Christian life in the Church</b>								
<p>a) Develop and promote discipleship programs that focus on character building, ethical behavior, and personal growth. Encourage members to mentor and support each other in their spiritual journey.</p>	---	---	---	---	---	---	---	→
						<p>All reports, quarterly or annual, should indicate how close the</p>	<p>The position of the Church is known on social issues at the national level</p>	<p>PESR, Finance dept, Presbyteries, Districts Church partners, eg: EMS, Gov't and dept at all the Courts</p>

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Objective with Strategies	Years					Indicator	Outcome	Responsibility	
	1	2	3	4	5				
b) Establish clear policies and guidelines regarding acceptable behavior and the consequences of unethical conduct and ensure that these policies are communicated effectively and enforced consistently.	---	---	---	---	---	→	and in the levels of the Church		
c) Organize workshops and seminars on ethics, integrity, and corruption prevention.									
d) Encourage Church leaders to model the behavior they expect from the congregation. Leadership's transparency, accountability, and ethical conduct will inspire members to follow suit. e) Recognize and reward members who exemplify integrity and ethical behavior. This can motivate others to follow their example.	---	---	---	---	---	→			
<b>3) To enhance the ecumenical presence at all levels of EPCG</b>									
a. Appoint Presbytery Ecumenical facilitators or committees at local, Presbytery, and national levels to oversee and coordinate collaborative efforts.							All reports, quarterly or annual, should indicate how close the activities undertaken are	Teamwork on national issues was achieved.	Presbyteries, Districts and Local Levels

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Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<p>b. Promote inter-faith training and teaching at all levels of the Church</p> <p>c. Youth and Family Programs:</p> <ul style="list-style-type: none"> <li>Youth Exchanges: Facilitate youth exchange programs and joint youth activities to foster relationships and understanding among young people from different denominations.</li> <li>Family Programs: Organize family-oriented events and activities that bring together families from various religious communities.</li> </ul> <p>d. Interfaith Dialogues and Partnerships:</p> <ul style="list-style-type: none"> <li>Regular Meetings: Organize regular interfaith meetings and dialogues with leaders from other Christian denominations and religious groups.</li> <li>Joint Initiatives: Collaborate on community service projects, social justice initiatives, and cultural events that promote unity and shared values.</li> </ul>						leading to achieving the outcome		

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Objective with Strategies	Years					Indicator	Outcome	Responsibility			
	1	2	3	4	5						
<b>4) To establish an effective and efficient operation of generational Ministries in the Church</b>											
a) Develop policy guidelines for effective Children, Youth, Women and Men’s ministries operation in the church to enable effective Church life and nurturing.	-	-	-	-	-	-	-	-	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome	Clear transition plan for all members of the church.	Programme officers, PESR, Clerk of GA
b) Vision and Mission Alignment: <ul style="list-style-type: none"> <li>• Clear Objectives: Define clear objectives and goals for each generational ministry (children, youth and Young Adults, seniors) that align with the overall vision and mission of the Church.</li> <li>• Unified Purpose: Ensure that all ministries understand and work towards a unified purpose, fostering a sense of cohesion and community.</li> </ul>	-	-	-	-	-	-	-	-	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome	Clear transition plan for all members of the church.	Programme officers, PESR, Clerk of GA
c) <b>Leadership and Training:</b> <ul style="list-style-type: none"> <li>• <b>Dedicated Leaders:</b> Appoint dedicated leaders for each generational ministry who are passionate and well-equipped to lead their respective groups.</li> <li>• <b>Ongoing Training:</b> Provide ongoing training and development opportunities for ministry</li> </ul>	-	-	-	-	-	-	-	-	All reports, quarterly or annual, should indicate how close the activities undertaken are	Clear transition plan for all members of the church.	Programme officers, PESR, Clerk of GA

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Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
leaders to enhance their skills and knowledge.							leading to achieving the outcome	
<p>d) <b>Program Development and Execution:</b></p> <ul style="list-style-type: none"> <li>• <b>Relevant Programs:</b> Develop programs and activities that are relevant and engaging for each generational group, taking into account their unique needs and interests.</li> <li>• <b>Consistent Evaluation:</b> Regularly evaluate the effectiveness of programs and make necessary adjustments based on feedback and outcomes.</li> </ul>						<p>→ All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome</p>	Clear transition plan for all members of the church.	Programme officers, PESR, Clerk of GA
<p>e) <b>Technology and Innovation:</b></p> <ul style="list-style-type: none"> <li>• <b>Digital Tools:</b> Utilize digital tools and platforms to enhance communication, program delivery, and engagement.</li> <li>• <b>Innovative Approaches:</b> Embrace innovative approaches to ministry that resonate with modern audiences, such as virtual events and social media campaigns.</li> </ul>						<p>→ All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome</p>	Clear transition plan for all members of the church.	Programme officers, PESR, Clerk of GA

5) To improve counseling and discipline and spiritual growth along the generational ministries structure in the Church													
a) Ensure counseling Committees are Set up in all Congregations	-	-	-	-	-	-	-	-	-	→	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome	The level of discipline and the spiritual quality of the youth in particular will improve	PESR and all other Departments at all the Court levels
b) <b>Tailored Counseling Programs:</b> Develop age-specific counseling programs that address the unique challenges and needs of each generation. For instance, youth may need guidance on peer pressure and academic stress, while older adults may require support with life transitions and health issues.	-	-	-	-	-	-	-	-	-	→			
c) Liaise with the education Department (Director of Schools) to develop a devotional guide for staff in the Evangelical Presbyterian Church, Ghana schools for devotion.	-	-	-	-	-	-	-	-	-	→			
d) Recommend chaplains for every Evangelical Presbyterian Church, Ghana Senior High School, either an Agent or a committed Christian teacher.	-	-	-	-	-	-	-	-	-	→			
e) Liaise with school chaplains and the other Departments to improve the spiritual and discipline nurture of students in the schools.	-	-	-	-	-	-	-	-	-	→			



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<p>c) Encourage the establishment of small group ministries (cell meetings) where members can study the Bible, pray, and share their spiritual journeys. This promotes accountability, deeper relationships, and personal growth.</p>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
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**6.5 Department of Business Development (DBD)**

**6.5.1 Issues and Objectives**

The specific issues already discussed are summed up and the corresponding objectives under DBD are developed and presented Table 11.

**Table 11: Issues and Objectives for Department of Business Development**

Summary of Issues	Objectives
<p><b>a) Many of the activities such as capacity building, agriculture and health and relief services are mostly donor driven</b></p>	<ul style="list-style-type: none"> <li>○ To facilitate the development of entrepreneurship at the local level to promote diversification of income generating sources both at the Congregational and individual levels</li> </ul>
<p><b>b) Not many Congregations have developed income generating activities</b></p>	

6.5.2 Strategies in Response to DBD

Table 12: Strategic Plan for DBD

Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<b>1) To facilitate the development of entrepreneurship at the local level to promote diversification of income generating sources both at the Congregational and individual levels</b>								
a) Create a file at the General Assembly level to receive mandated applications from the lower Courts on proposed projects	-	-	-	-	-	-	-	-
b) All Districts/Congregations should develop at least one project and submit proposals to the DBD within the plan period	-	-	-	-	-	-	-	-
c) Organize capacity building workshops for applicants by project groups	-	-	-	-	-	-	-	-
d) Manage at least one project at the national level to serve as a case study for all projects at the lower Courts	-	-	-	-	-	-	-	-

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Objective with Strategies	Years					Indicator	Outcome	Responsibility		
	1	2	3	4	5					
e) Facilitate the setting up and running of individual or group enterprises	-	-	-	-	-	-	-	→		
f) Liaise with the M&E Department to factor in mission and evangelism impacts in all activities	-	-	-	-	-	-	-	→		
g) Report to the GAEC implementation progress of all submitted applications	-	-	-	-	-	-	-	→		
h) Develop an appraisal mechanism framework to monitor businesses to determine their level of functioning in order to provide technical advice	-	-	-	-	-	-	-	→		
<b>2) Consolidate all EPCG Commercial Ventures under one management to provide consistent oversight and strategic direction</b>										
<p>a) <b>Assessment and Planning:</b></p> <ul style="list-style-type: none"> <li>Conduct a comprehensive assessment of all commercial entities to understand their operations, financial health, and strategic alignment with the church's mission.</li> </ul>	→							<p>All reports, quarterly or annual, should indicate how close the activities undertaken</p>	<p>Healthy financial balance and record-keeping for the Church</p>	<p>Finance Department, all other Departments and all Court levels</p>

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Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<ul style="list-style-type: none"> <li>Develop a detailed consolidation plan that outlines objectives, timelines, and key milestones.</li> </ul>						are leading to achieving the outcome		
<p><b>b) Establish a Central Management Team:</b></p> <ul style="list-style-type: none"> <li>Form a central management team with expertise in various fields relevant to the church's commercial ventures.</li> <li>Define clear roles and responsibilities for each team member to ensure effective oversight and strategic direction.</li> </ul>	→							
<p><b>c) Standardize Policies and Procedures:</b></p> <ul style="list-style-type: none"> <li>Develop and implement standardized policies and procedures across all entities to ensure consistency and alignment with the church's values and mission.</li> <li>Establish a central reporting system to monitor performance and track progress.</li> </ul>	→							
<p><b>d) Communication and Change Management:</b></p> <ul style="list-style-type: none"> <li>Communicate the consolidation plan to all stakeholders, including staff, volunteers,</li> </ul>								

Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<p>and church members, to ensure transparency and buy-in.</p> <ul style="list-style-type: none"> <li>Implement change management strategies to address any resistance and ensure a smooth transition.</li> </ul>	→							
<p><b>e) Leverage Technology:</b></p> <ul style="list-style-type: none"> <li>Invest in technology solutions that facilitate centralized management, such as enterprise resource planning (ERP) systems and performance management tools.</li> <li>Use data analytics to make informed decisions and track the success of the consolidation efforts.</li> </ul>	- - - - -							
<p><b>f) Continuous Improvement:</b></p> <ul style="list-style-type: none"> <li>Regularly review and evaluate the performance of the central management team and the consolidated entities.</li> <li>Implement continuous improvement initiatives to address any challenges and optimize operations.</li> </ul>	- - - - -							

## 6.6 Finance and Audit

### 6.6.1 Issues and Objectives

The specific issues already discussed are summed up and the corresponding objectives under Finance and Audit are developed and presented below.

**Table 13: Issues and Objectives for Finance and Audit**

Summary of Issues	Objectives
a) There is no structured format for financial reporting from the lower Courts	<ul style="list-style-type: none"> <li>○ To prudently manage and maintain a healthy financial balance of the Church in order to finance the needs of the Church</li> <li>○ Expand the mobilization base of financial resources of the Church</li> </ul>
b) Actuals are always below budgeted accounts of the Church	
c) The income and expenditure of the Church are growing in reverse directions.	

6.6.2 Strategies in Response to Finance and Audit

**Table 14: Strategic Plan for Finance and Audit**

Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<b>1) To prudently manage and maintain a healthy financial balance of the Church in order to finance the needs of the Church</b>								
a) Prepare a reporting outline to be used by all the lower Courts. b) Ensure all congregations are enrolled on N-Pay fully (by declaring and paying accordingly)	→							
c) Develop a policy on fund raising celebrations in the congregations by focusing on Projects, Welfare, Church Groups and the approved Church Ministries only.	-	-	-	-	-	-	-	→
d) Organize training courses for Agents, treasurers and financial secretaries at the lower Courts on the need to develop a comprehensive annual budget that outlines expected income and expenses.	-	-	-	-	-	-	-	→
e) Financial reports from the lower Courts must be supervised by the next higher Courts before they reach the head office	-	-	-	-	-	-	-	→

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Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
f) Request submission of periodic financial reports from the lower Courts	---	---	---	---	---	---	---	→
g) Develop and enforce financial policies and procedures to ensure proper handling of funds at all courts of the Church. This includes guidelines for budgeting, spending, and financial reporting.	---	---	---	---	---	---	---	→
h) Identify and implement cost-saving measures without compromising the quality of services and programs. (e.g. Negotiate better deals with vendors and prioritize essential expenses.)								
i) Conduct regular internal and external audits to ensure financial integrity and identify areas for improvement at the various courts of the Church. Audits help to detect and prevent fraud and ensure compliance with financial policies.	---	---	---	---	---	---	---	→
j) Actively seek grants and donations from external sources, such as philanthropic organizations, government agencies, and individual donors by providing clear and compelling cases for support.								

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Objective with Strategies	Years					Indicator	Outcome	Responsibility				
	1	2	3	4	5							
k) Ensure Central Finance Committee regularly assess the financial health of the Church and recommend strategies for improvement.	-	-	-	-	-	-	-	-	→			
<b>2) Expand the mobilization base of financial resources of the Church</b>												
a) Advise the Directors within the Church Constitution on the means of fundraising beyond the traditional structures	-	-	-	-	-	-	-	-	→	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome	Financial base of the Church widened and improved	Finance Department, all other Departments and all Court levels
b) Create and advice on the use of a ring fence account for the Church	-	-	-	-	-	-	-	-	→			
c) Merchandising: Create and sell Church-branded merchandise, such as clothing, books, and accessories. (Sell pages of publications such as Bible study materials, conference reports of Generational Groups to individual businesses )	-	-	-	-	-	-	-	-	→			
d) Develop comprehensive stewardship campaigns that educate members about the importance of tithing, offerings, and planned giving. Use testimonials and success stories to inspire generosity.	-	-	-	-	-	-	-	-	→			

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Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
e) Establish legacy giving programs that allow members to include the Church in their wills and estate plans. Provide information on the tax benefits and long-term impact of legacy gifts.								
f) <b>Alumni Networks:</b> Engage alumni from church schools, youth groups to give back through donations, endowments, and volunteerism.								
g) <b>Grant Applications:</b> Identify and apply for grants from foundations, government agencies, and philanthropic organizations. Tailor grant applications to align with the specific goals and needs of the Church's programs and projects.								
h) <b>Corporate Partnerships:</b> Seek partnerships with local businesses and corporations that share the Church's values. These partnerships can provide financial support, sponsorships, and in-kind donations.								
i) <b>Online Giving Platforms:</b> Implement and promote online giving platforms that make it easy for members to contribute. Highlight the convenience and security of								

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Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<p>online donations, and provide options for one-time and recurring gifts.</p> <p>j) <b>Investment Strategies:</b> Develop and implement investment strategies to grow the Church's financial assets. This could include real estate investments, Pharmacies, and Farms (Crops and Animals) managed by professionals with define targets.</p>								

## 6.7 Education

### 6.7.1 Issues and Objectives

The specific issues already discussed are summed up and the corresponding objectives under Education are developed and presented below.

**Table 15: Issues and Objectives for Education**

Summary of Issues	Objectives
<p><b>a) Discipline among the youth in the Church has deteriorated in spite of the number of schools the Church operates</b></p>	<ul style="list-style-type: none"> <li>○ To ensure discipline and improve academic performance among the youth and staff in our institutions</li> <li>○ To develop a base for an effective succession plan for Directors of Education</li> </ul>
<p><b>b) The Church has little control over the appointment of Heads and staff of Schools. It is the prerogative of the Ghana Education Service.</b></p>	
<p><b>c) Non-regular reporting by the Church’s representatives on the EPUC Council and other governing Boards on the activities of the Educational Institutions of the Church and its impact on the Church to GAEC.</b></p>	

6.7.2 Strategies in Response to Education

**Table 16: Strategic Plan for Education**

Summary of Issues	Years					Indicator	Outcome	Responsibility	
	1	2	3	4	5				
<b>1) To ensure discipline and improve academic performance among the youth and staff in our institutions</b>									
a) Develop strong lobbying procedures involving the Standing Committee of the Church to get the right persons to be posted into our schools and head EPCG schools.	---	---	---	---	---	→	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome	improved Christian discipline among the youth in the Church	PESR, M & E, and General Manager of Schools.
b) Strict corrective measures to be enforced in the schools.	---	---	---	---	---	→			
c) Develop the Evangelical Presbyterian Church, Ghana staff in the schools (where we do not have Chaplains/local managers) to run devotional services in the schools	---	---	---	---	---	→			
d) Provide financial and material resources to support teaching, learning, and placement in the schools.	---	---	---	---	---	→			

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Summary of Issues	Years										Indicator	Outcome	Responsibility		
	1	2	3	4	5	6	7	8	9	10					
<b>2) To develop a base for an effective succession plan for Directors of Education</b>															
a) Identify and consciously groom people with Evangelical Presbyterian Church, Ghana principles to fill vacancies in the educational sector as and when they occur	-	-	-	-	-	-	-	-	-	-	-	→	All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome	Effective succession plan implemented	Education Director and Principal Officers
b) Ensure the Church’s representatives on the EPUC Council and other institutions report regularly to the GAEC on the activities of their institutions and their impact on the Church.	-	-	-	-	-	-	-	-	-	-	-	→			

**6.8 Department of Development, Environment and Relief (DIACONIA-Ministry of Love)**

**6.8.1 Issues and Objectives**

The specific issues already discussed are summed up and the corresponding objectives under Development, Environment and Relief are developed and presented below.

**Table 17: Issues and Objectives for Development, Environment and Relief**

Summary of Issues	Objectives
<p><b>a) Diakonia Ministry at the various levels of EPCG is low</b></p>	<ul style="list-style-type: none"> <li>○ <b>Scale up the relevance of the Church at the national level by 2029 by ministering through social services</b></li> <li>○ Amplify the Church’s voice of care for the earth.</li> </ul>
<p><b>b) The Church has no structured response on environmental care and its associated issues</b></p>	

6.8.2 Strategies in response to Development, Environment and Relief

Table 18: Strategic Plan for Development, Environment and Relief

Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<b>1) To scale up the relevance of the Church at the national level by 2029</b>								
<p>a) <b>Environmental Education and Awareness:</b></p> <ul style="list-style-type: none"> <li>• <b>Sermons and Teachings:</b> Integrate environmental care themes into sermons and teachings to raise awareness among congregants.</li> <li>• <b>Workshops and Seminars:</b> Organize workshops and seminars on environmental issues, sustainable practices, and the Church's role in environmental stewardship.</li> </ul>	---	---	---	---	---	---	→	<p>All reports, quarterly or annual, should indicate how close the activities undertaken are leading to achieving the outcome</p> <p>The position of the Church is known on social and environmental issues at the national level and in the levels of the Church.</p> <p>DDE&amp;R, PESR, EPDRA, Finance Department, Presbyteries, Districts, Church partners, eg: EMS, Gov't and all other Departments at all the Courts</p>
<p>b) <b>Partnerships and Collaborations:</b></p> <ul style="list-style-type: none"> <li>• <b>NGOs and Environmental Groups:</b> Partner with local and international environmental organizations to collaborate on projects and initiatives.</li> <li>• <b>Government and Community Leaders:</b> Work with government agencies and community leaders to advocate for and implement environmental policies.</li> </ul>	---	---	---	---	---	---	→	

2025 – 2029 Strategic Plan of the Evangelical Presbyterian Church, Ghana

Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<p>c) <b>Environmental Stewardship Initiatives:</b></p> <ul style="list-style-type: none"> <li>• <b>Sustainable Agriculture:</b> Promote sustainable agricultural practices among congregants, such as organic farming and permaculture.</li> <li>• <b>Conservation Efforts:</b> Support conservation initiatives, such as protecting water bodies, wildlife habitats, and biodiversity.</li> </ul>	---	---	---	---	---	---	---	→
<p>d) <b>Integration of Environmental Themes in Church Activities:</b></p> <ul style="list-style-type: none"> <li>• <b>Special Services:</b> Hold special services and events focused on environmental care, such as Earth Day celebrations.</li> <li>• <b>Environmental Committees:</b> Establish environmental committees within the church to oversee and coordinate green initiatives.</li> </ul>	---	---	---	---	---	---	---	→
<p>e) Develop and implement an Environmental Policy that seeks to safeguard the integrity of creation and to sustain the life of the earth by conserving and enhancing the natural and built environment including EPCG heritage sites.</p>	---	---	→					

2025 – 2029 Strategic Plan of the Evangelical Presbyterian Church, Ghana

Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<p><b>Youth and Community Involvement:</b></p> <ul style="list-style-type: none"> <li>• <b>Youth Programs:</b> Engage young people in environmental programs and activities, fostering a sense of responsibility and leadership.</li> <li>• <b>Community Outreach:</b> Involve the wider community in environmental projects to build a collective sense of ownership and commitment.</li> </ul>	---	---	---	---	---	---	→	
<p><b>Community Needs Assessment:</b></p> <ul style="list-style-type: none"> <li>• <b>Local Surveys:</b> Conduct surveys and assessments to understand the specific needs and challenges of different communities across Ghana.</li> <li>• <b>Focus Groups:</b> Organize focus groups with community members to gather insights and identify areas where the Diakonia ministry can make the most impact.</li> </ul>	---	---	---	---	---	---	→	
<p><b>Collaboration with Government and NGOs:</b></p> <ul style="list-style-type: none"> <li>• <b>Partnerships:</b> Collaborate with government agencies, NGOs, and other organizations to leverage resources and expertise.</li> </ul>	---	---	---	---	---	---	→	

2025 – 2029 Strategic Plan of the Evangelical Presbyterian Church, Ghana

Objective with Strategies	Years					Indicator	Outcome	Responsibility
	1	2	3	4	5			
<ul style="list-style-type: none"> <li>• <b>Joint Initiatives:</b> Launch joint initiatives that address broader social issues such as poverty, unemployment, and healthcare.</li> </ul>								

## Chapter 7 Performance Management System (PMS)

### 7.1 Definition

The Performance Management System is based on the principle of setting SMART (Specific, Measurable, Achievable, Realistic, and Time-bound) objectives. It underpins the management axiom that states, "what gets measured gets done." This means that if you cannot measure something, you cannot do it.

In the context of this 5-year strategic plan, **AGENDA FOR CHURCH GROWTH**, the Performance Management System will mobilize the entire organization, comprising all four Courts of the Church (the General Assembly, Presbytery Synod, District Session, and Congregational Session), to focus on the thematic issues expressed in the strategic plans and extracted into Court-specific plans, covering all departments and committees of the Church at all the Courts. It is expected that all the Courts will take ownership of their plans, forming the basis for the successful implementation of the plan.

To take ownership of the plan, each Court must allocate resources for the implementation of the plans. These resources can be financial, human, or material, such as properties that can advance the course of the implementation.

### 7.2 Methodology – the process of adopting the PMS

At the beginning of each year, the Courts will develop an Annual Plan with Quarterly Targets (AQT) based on the 5-year strategic plan. Each Department will have its own action plan as presented in the strategic plan. For each objective and its strategies, accountable officers shall be appointed at various levels of the Court, who will have prime responsibility in carrying out the plan with the support of the various Councils, Sessions, and Committees, as the case may be.

### 7.3 Accountable Officers for the Courts

Accountability shall be exercised as provided in Table 19 at each of the Courts.

**Table 19: Accountable Officers**

Court	Accountable Officer	Monitoring & Evaluation (Reviewing) Officer	Facilitated By
<b>General Assembly</b>	Clerk of General Assembly	General Assembly Executive Council	Strategic Plan Committee (SPC)
	Directors of Departments	Clerk of General Assembly	Strategic Plan Committee (SPC) & Standing Committee
	Staff in General Assembly Office	Directors of respective Departments	Not applicable

<b>Presbyteries</b>	Presbytery Synod Moderators	Clerk of the General Assembly	Strategic Plan Committee (SPC)
	Clerk of Presbytery	Presbytery Synod Moderators	Presbytery Strategic Plan Facilitation Team (SPFT)
	Directors of Departments	Clerk of Presbytery	Presbytery Strategic Plan Facilitation Team (SPFT)
	Staff in Presbytery Office	Directors of Departments	Not applicable
<b>District</b>	District Ministers	Presbytery Synod Moderators	Presbytery Strategic Plan Facilitation Team (SPFT)
	Agents in Charge	District Ministers	District Strategic Plan Facilitation Team (SPFT)
	Conveners of Committees	District Minister	District Strategic Plan Facilitation Team (SPFT)
	Staff in District Office	District Officer	Not applicable
<b>Congregation</b>	Conveners of Committees	Agent in Charge	Congregational Strategic Plan Facilitation Team (SPFT)
	Staff in Congregation	Agent in Charge	CAHRM

At the beginning of each year, the GAEC provides the priority areas of the Church. These priority areas will inform the Courts which activities require much attention (weight) in their plans. The Courts will know which activities should be allocated more resources and can easily identify the Accountable Officer responsible for each priority activity.

Since everyone knows the priority activities on the Action Plan, and sufficient resources have been allocated to them, with an Accountable Officer assigned, it will be easy to assess the performance of the officer. The officer can also perform a self-assessment at the end of the year.

#### **7.4 Monitoring and Evaluation**

The Accountable Officers will issue quarterly and annual reports. These reports will be used as a monitoring and evaluation tool. Each level of the report is expected to include the progress being made towards achieving the priority areas determined by the GAEC directives, to which significant resources have been allocated.

Reasons must be provided to explain why progress is being made or not, so that decisions can be made to improve performance by the end of the operational year. Scores, in percentage terms, can be assigned to the progress made on each activity at the end of the year.

## 7.5 Year-End Reporting

Annual Reviews of performance in terms of implementation of the Annual Quarterly Targets (AQT) will be compiled and presented at each Court by the Accountable Officer. The report will be compiled and presented as shown in Table 20.

**Table 20: End of Year Reporting Accountability**

<b>Court</b>	<b>Accountable Officer</b>	<b>Audience</b>
<b>General Assembly</b>	Clerk of General Assembly	GAEC/General Assembly
<b>Presbytery</b>	Clerk of Presbytery	PSC/Presbytery Synod
	Chairperson of Presbytery	Clerk of General Assembly
<b>District</b>	District Clerk	DEC/District Session
	District Minister	Moderator of Presbytery
<b>Congregation</b>	Congregation Session Clerk	Session/ Congregational Forum
	Agent in Charge	District Minister

Each Court is placed in a position to compile Consolidated League Tables – this will be extremely helpful in determining how each Congregation/District/Presbytery is faring for each Objective and eventually the overall scores.

Centres of Excellence will thus be identified, and Presbytery can use this productivity index when making appointments in specific areas or getting various Districts to seek support and/or assistance from the centres of excellence.

The Church will thrive – mission sustainability is the goal.

## 7.6 Commencement of Implementation

Implementation of the 5-Year Plan will commence in January 2025. However, several activities must be put in place to prepare for take-off in January 2025.

The Plan is formulated on the basis that the End of Year Appraisal is done by September (for practical reasons) ahead of the formulation and completion of the following year's plan. Each Accountable Officer must be properly assessed for performance during their period of stay at a post/station.

As far as possible, the process is not expected to straddle two Ministers. However, due to the movement of Agents, this may not always be the case. In such situations, the Reviewing Officer shall review the performance of the Accountable Officer before they move to the new station/post. This will form part of the handover process.

## CHAPTER 8

### Implementation Plan - Milestones

#### 8.1 Implementation Processes

The implementation processes have been presented in steps for ease of reference. The Monitoring and Evaluation Officers (MEOs) should take this seriously to ensure effective implementation of the plan; otherwise, future strategic plans will not be popular in the Church. The main processes are detailed in Table 21.

**Table 21: Important Implementation Processes for the Strategic Plan**

<b>Milestone &amp; Tasks</b>	<b>Timeline</b>	<b>Responsibility</b>	<b>Comments</b>
<b>Communicate to Presbyteries priority areas for implementation of the strategic plan</b>	September Annually	Clerk of General Assembly	Critical for the preparation of the Yearly Rolling Plans for the Courts
<b>Sign annual performance targets with: Moderators of Presbyteries; and Director of the GAO</b>	October Annually	Clerk of General Assembly	Tabled before the General Assembly Council for noting
<b>Communicate to Districts and Congregations priority areas for implementation of the strategic plan</b>	September Annually	Moderators of Presbytery	Include both national and Presbytery priorities and break these down under the Departments/Committees in the Church
<b>Sign annual performance targets with:</b> <ul style="list-style-type: none"> <li>○ Clerk of Presbytery; and</li> <li>○ District Ministers</li> </ul>	October Annually	Presbytery Moderators	Tabled before the Presbytery Executive Council for noting The Clerk signs with the Directors
<b>Communicate to Congregations priority areas for implementation of the strategic plan</b>	September Annually	District Minister	As received from Presbytery together with any District specific priority
<b>Sign annual performance targets with:</b> <ul style="list-style-type: none"> <li>○ Agents-in-Charge; and</li> <li>○ District Conveners of Committees</li> </ul>	November Annually	District Minister	Tabled before the District Session Council for noting
<b>All Courts Submit Their Yearly Plan and Quarterly Targets</b>	September – December Annually	AO for each Court	Approved by Court and Communicated to the MEO for noting
<b>Quarterly Reports</b>	Quarterly Schedule	AO for each Court	The Clerk reports to the Court and AO reports to the MEO
<b>Annual Reports</b>	Annual Schedule	AO for each Court	The Clerk reports to the Court and AO reports to the MEO

## 8.2 Annual Performance Appraisal

Annual performance appraisal of the Accountable Officers (AOs) have been incorporated to ensure that annual performance targets are agreed with the MEO and these are appraised periodically and at the end of the year.

**Table 22: Performance Appraisal Matrix**

<b>Court</b>	<b>Timeline</b>	<b>Monitoring &amp; Evaluation (Reviewing) Officer</b>	<b>Accountable Officer</b>
<b>General Assembly</b>	October	GAC	Clerk of General Assembly
		Clerk of General Assembly	Directors of GAO
		Directors	Conveners of Committees Staff
<b>Presbyteries</b>	October	Presbytery Moderators	Presbytery Clerk District Ministers
		Presbytery Clerk	Directors of Departments
		Directors	Conveners of Committees Staff
		District Minister	Agents-in-Charge Conveners of Committees Staff
<b>Districts</b>	October	District Minister	Agents-in-Charge Conveners of Committees Staff
		Agent-in-Charge	Agents-in-Charge Conveners of Committees Staff
		Agent-in-Charge	Agents-in-Charge Conveners of Committees Staff

## 8.3 Noteworthy Issues

### 8.3.1 Strategic Plan Implementation Coordinators

The Courts must appoint Implementation Coordinators (IC) supported by a technical team to support the Accountable Officer to facilitate the dissemination, training, planning and monitoring and evaluation of strategic plan.

### 8.3.2 Availability and use of the Strategic Plan

Each Congregation<sup>s</sup> and Preaching Point must have a copy of this Strategic Plan. The three-year rolling plan and annual quarterly plans at every level of the Courts must be derived from this central document and enhanced with local content. This will promote synergy in the growth of the Church and will ease monitoring and evaluation.

### 8.3.3 Statutory Reports from the Courts

All reports from all Courts either by Generational Groups, Committees or Congregations should be fashioned along the administrative structure of the Church and must be based on the outcomes as stated in this document. For example, the report should not just enumerate the number of activities undertaken but the effect of the activities on the Church.

### 8.3.4 Reward Systems

The Church should institute an appreciation and recognition systems for Congregations or Districts that would increase its Church membership on annual basis. Individual efforts must also be acknowledged at all the Court.

### 8.3.5 Evaluation

This plan must be evaluated after 2 years of implementation. However, GAEC through, the Clerk of General Assembly shall monitor and report on progress made within the two-year and annual plans and present a comprehensive Report annually at the General Assembly.

### 8.3.6 Preparation of Action Plans

This Strategic Plan did not provide a blueprint action (annual) plan. This is because, the starting points of all the derived actions proposed will differ from one Presbytery/District to the other. Examples of such derived actions include: every District should at least inaugurate two Congregations within the planned period, District Ministers should visit all SHS with EPSU in their jurisdiction, Districts should submit project proposals to the office of DBD.

In all these, the Districts are not at the same level. While some Districts have Preaching Posts to be developed into full Congregations, others are now going to search for a new location to start a Preaching Posts; further while some Districts already have SHS with EPSU, others are now going to establish the EPSU, both will start from a different angle.

For instance, to establish a Preaching Post from the scratch, the District must answer the following questions systematically.

- a) What are we expected to achieve in the plan period?
- b) What resources do we need and where do we get them?
- c) In which locality would the project or plan be implemented and when?
- d) What role would each Congregation, Department and Generational / Service Group play?
- e) For each specific player, what is their current capacity in relation to the project and what training would they require?
- f) Who will coordinate the program?

Let the District answer these questions on paper, tag every action with starting and completion dates, assign responsibilities for each action and show when progress reports would be made. As these are documented, the plan implementation has begun, and all progress reports should indicate how close they are towards achieving the outcome – Church growth. By this approach, the process will be locally owned, ensuring mass participation.

## Annexures

### Annex 1: Toward Financing the Strategic Plan

#### *Introduction*

This plan acknowledges the power of the Holy Spirit to advance the cause of the Church. However, we need finances to move from one strategy to another in order to achieve the objectives and goals of the plan. An analysis of the Church's finances in the plan shows a significant challenge in achieving the goals on a yearly basis. This section of the plan suggests and formalizes funding sources and typologies beyond traditional practices (notably Sunday offerings). It provides different ways a Church may adopt to raise funds for its projects.

#### *Fundraising Approaches*

While there are biblical principles and commands that speak to this, the practical models are open-handed and deserve some thinking through. Four of such models are presented for consideration:

a) **The Fund Drive Model**

Gifts may be presented to targeted individuals or events may be organized to attract donors into the Church for donation and fund raising.

*Advantage:* Heavy group participation can build awareness and interest in the Church project.

*Disadvantage:* The disadvantage may be that the cost of the gift and the effort put into the events may be higher than the amount raised at the end of the event. In this case, the balance sheet is negative.

b) **The Large Donor Campaign Model.**

This approach seeks an initial lump sum, and is often driven by pursuing large donors. It is modelled on the business investment/venture capital view of the world.

*Advantage:* If successful, you can gamble by putting a lump-sum into a project or something pretty and win a big dividend.

*Disadvantage:* Can be tougher to pitch than you think. Investors like to invest in known quantities with proven results and tight accountability. And fixed amounts run out quickly if applied to on-going costs.

c) **The Bi-Vocational Model**

We need money, so the Church starts a business on the side and each of the members is encouraged to work bi-vocationally to pay for our ministry work. The bi-vocational approach avoids fundraising by trying to leverage market forces for individual employment and even business-as-mission.

*Advantage:* Built-in community engagement for gospel relationships. Church leaders are a witness in their secular workplaces, and/or Church-based businesses (e.g. bakery, cafeteria, event space) may contribute to the local community and economy

*Disadvantage:* Certain jobs are not well-suited to this, and Church planters may need the right career training or education to get the right ones. A full-time demanding job, a growing family, and a growing Church can sometimes feel as if “bi-vocational” has grown into 3 or 4 or 5 vocations!

**d) The Missionary Support Model**

This is the Campus Crusade Model. In an era of falling Church investment in evangelism, the individual missionary support model, which would seek commitments from 50 to 100 individuals in a local Congregation to give regular monthly amounts.

*Advantage:* This “small-donor” model can raise a surprising amount of money over time, because the request is for an on-going amount, not a one-time gift. The giving tends to be stable through economic and ministry downturns. Once established, this can support multiple Church ministries, and is much easier to maintain than build the first time. An outside team’s on-going commitment invests them in the Church’s ministries not only financially, but prayerfully.

*Disadvantage:* Missionary style support can take 6-12 months of focused, full-time work to complete, much like starting up a small business. This makes it better for ongoing ministry.

***Bequeathment***

The Church may develop a policy that supports and encourages members and Christians in general to leave and pass their properties on to the Church for missionary work by way of Wills. This is common in the West.

***Financing Commercial Development Projects***

Corporate partnership or Joint Venture arrangements present options for funding the Church’s commercial development projects (lands) through equity and debt financing.

***Conclusion***

Money is going to matter for mission. It can capture and focus the efforts of many into building the Church. The Church planter’s challenge is to discern how its use affects the mission.

## **Annex 2: Vision 300K - EPCG Statement for Evangelism and Church Growth (2025-2029)**

### **Introduction**

The quantitative growth of the Evangelical Presbyterian Church, Ghana has been a major concern for all the past and current leadership of the Church. This concern guided the Church to take a decision in 2016 that “all Presbyteries should work towards increasing their membership by at least 15% every year in the short term.” In spite of the strategies outlined by the leadership of the Church, percentage growth of the Church at the end of the last Strategic Plan was -1.02%. This, obviously, calls for reflection on the part of the current leadership

The vision of the current Moderator of the General Assembly, the Rt. Rev. Dr. Lt. Col. Bliss Divine Agbeko, in his reflection on the abysmal growth rate of the Church is to increase the membership to at least Three Hundred Thousand (300,000) by 2029. This vision has now come to be known as “**Vision 300K.**”

This document; **Vision 300K: EPCG Statement for Evangelism and Church Growth (2025-2029)** is the outcome of a stakeholder consultation done by the Strategic Planning Committee in Conjunction with the Mission and Evangelism Department.

The document focuses on four key result areas.

- i. Youth and Campus Ministry
- ii. Global Mission
- iii. Specialized Ministries
- iv. General Evangelism

It is our hope that the entire Church will adopt and work with this document to the glory of God and to ensure that the Church grows quantitatively and qualitatively.

### **1.0 Objectives**

- i. Achieve 300 thousand memberships within 5 years;
- ii. Set up administrative structures to promote and sustain growth;
- iii. Design a comprehensive fundraising strategy to mobilize support to fulfill the set objectives; and
- iv. Institute appropriate monitoring mechanism to regularly review, monitor and evaluate progress.

## 2.0 Slogan

### “Operation 5.1.2”

The operation 5.1.2 is a Disciple-making principle of multiplication.

- i. Five (5) people win at least one (1) soul and disciple him/her within 2 years
- ii. Five (5) Districts plant at least one (1) Church and nurture it into a full Congregation in two (2) years
- iii. Five (5) city Districts or Congregations identify one (1) rural Congregation outside their Presbyteries and support it for two (2) years
- iv. Five (5) endowed Presbyterians should construct a chapel for one (1) rural community in two (2) years
- v. Five ministry Groups select 1 rural community for mission and support for 2 years

## 3.0 Key Results Areas

- i. Youth and Campus Ministry
- ii. Global Mission
- iii. Specialized Ministries
- iv. General Evangelism

### 3.1. Youth and Campus Ministry

#### 3.1.1 Target

The target is to increase the youth population (13-30 years) by 20% annually.

#### 3.1.2 Methodology

- A. Youth in Sports:** Getting the youth to participate in sports can help the Church to achieve the target of increasing the youth by 20%. By this, it is recommended that Congregations, Districts and Presbyteries can organize sporting activities like soccer and volleyball in their communities, which would bring the youth together. This will create the chance for the Church to evangelize to the town folks. Also, Congregations can result to telecasting live football matches at vantage points. Congregations, through their youth can help telecast some matches (Champions League, Europa etc.). This will draw more youth to the arena and as such, an avenue will be created for the word to be shared. Outside the cities, Congregations can create Recreational Centers where indoor games like table tennis, ampe, etc. can go on to bring more youth around. After this, it is expected to add 5% more figures to the youth.
- B. Youth Ministry Outside Campus:** Creating a youth ministry outside campus that will absorb the EPSU when they vacate or complete school. International Worship Centres and first services will help keep the youth in the Church.
- C. Transport Ministry to the Youth:** Congregations that are surrounded by schools can adopt this strategy where they can organize buses to convey students (day students/ non-

residents) to and from campus. Tracts can be shared to them and to invite them to the Church services. A 2% increase in the number of the youth is expected with this method.

- D. Agents must be in charge of Youth Ministry:** This is the time the youth make up their mind to leave or stay in the Church when nurturing does not go through well. Since youth can be good witnesses, when they are given proper care from these agents, they would go and witness to their colleagues; a 20% increase is envisaged in this. Training should be given to personnel. The personnel to be trained should be given specific task of being in charge of the Youth Ministry.

Also, the Youth Ministry and Children Ministry must be resourced, in terms of worship places, instruments etc.

- E. Campus Impact:** The Church must have an interest to make a massive impact on Evangelical Presbyterian, non-Presbyterian and international students at the various campuses. It is strongly recommended that the EPCG takes interest in doing active campus ministry. This will help increase the number of the youth on the campuses by 30%.
- F. Hostel Ministry:** Hostel ministry is another method recommended. Presbyteries, Districts and Congregations which have the resources can build, buy or rent hostels and intend rent them out to students (especially International Students) at a discount. Devotions should be conducted at these hostels by the leadership of the sponsoring Courts.
- G. Capacity building.** The Church is encouraged to runs programs for the youth in the Church to build their capacity. Also, mentorship must be intensified at the Congregations. Agents and Presbyters must try and mentor the youth when they realize a potential in them to keep them in the Church. After doing this, it is expected that the number of youths in the Church grows by 2% through this method.
- H. Youth in mission outside the country:** The youth in the Church can be trained and resourced so that they can take up Missionary roles within and outside the country.
- I. Scholarships:** As much as possible, scholarships should be given to the youth who are in need in the Congregations. These people will always have the Church at heart and will do their best to help the Church.
- J. Balanced Ministry:** Ministers/Coordinators must not always concentrate only on Youth Ministry at the expense of the EPSU.

### **3.1.3 Funding**

The funding for this course is expected to come from all the Courts of the Church.

### **3.1.4 Results**

There must be quarterly reports from the various Courts to the General Assembly Office. The General Assembly Executive Council should monitor to ensure proper implementation.

It is expected that the focus on the youth and campus ministry should give a one-third of the Vision 300k target.

### **3.2 Global Mission**

#### **3.2.1 Targets**

##### **A. North America**

- As at 2022, their statistics stood at 466
- Compounded 10% annual growth for the next 5 years = 750
- 5 years variance will be 284 which may mean approximately 57 yearly growth

##### **B. Europe Presbytery**

- As at 2022 had a membership record of 292
- Compounded 10% annual growth for the next 5 years = 470
- 5years variance will be 178 which may mean approximately 36 yearly growth

##### **C. Pakistan/Middle East/Asia**

- Use the partnership with the Pakistan congregation as a launchpad to mission in the Middle east and the Asia.

#### **3.2.2 Methodology**

##### **A. Leadership**

- **Train ministers and equip them with "cultural and exigencies package" – Intercultural Theology.**
- Empower Ministers - Presbyters - membership relationship
- The Ministers should be empowered to tailor their teaching, preaching and healing to meet the expectations of the Congregants whilst not losing sight of the Centrality of the Bible.
- Post matured leaders whom Congregants can identify with.
- Train and send leaders to new grounds/ frontiers.
- Move from the "migrant church mindset" to the indigenous people (Indigenous Worship Centres).
- Plant at least three (3) Congregations per year per Presbytery
- Adopt the "Guests Service" where people are invited to attend service
- Considerations should be made to extend our boundaries to other West African countries like Gambia, Zambia, Liberia, etc.

##### **B. Breaking Boundaries**

- Strengthen language proficiency to break the language barrier (Develop a clear language policy)
- Strengthen phone and social media ministry (groupings or cells)
- Strengthen the hostel ministry
- Deliberately train interested members in media evangelism or bring together professionals in the media circles to champion the course
- Mobilize to own properties e.g., Chapels, Manse and conference halls
- Young Missionaries should be sent to Greenfields to help grow the Mission/Preaching Posts to Congregational Status.
- Engaging in Intentional Evangelism geared towards Church Growth

#### **C. Motivation**

- Provide scholarship packages for further studies with the aim of promoting evangelism
- The Church should keep contact with Evangelical Presbyterians who will be studying abroad, by organising a send-off party for them. These people can be identified by the Local Ministers.
- To launch and strengthen EPSU Global

#### **D. Financial Mobilization**

- Encourage members in the diaspora to contribute to sustain the evangelism agenda

#### **E. 3.2.3 SUGGESTION**

Focusing on establishing Churches in other countries, it is proposed that the name, “Evangelical Presbyterian Church, Ghana” is reconsidered. Special orientation should be given to Overseas Chairpersons on this agenda. Dispensation should be taken under Article 3 Clause 2(d) of the constitution where “Ghana” may be omitted.

### **3.3 Specialized Ministry**

#### **3.3.1 Methodology**

Every Congregation should identify at least one area of specialized ministries and focus on. District Session should coordinate the Congregations. Congregations should focus more on Street Child Evangelism, thus evangelizing to the children outside the Church. During Group Conferences, more attention must be given to the specialized ministries when going out for evangelism. E.g., During SICE, Conferences etc.

#### **3.3.2 Timing**

Every Congregation should identify her area of specialization by September 1<sup>st</sup> (thus at the beginning of the ecclesiastical year).

### **3.3.3 Training**

Resource persons should be invited to various Presbyteries based on their area of specialization to train the congregants. Training sessions will be organized or conveyed by the Presbyteries. Training should be done before December 31<sup>st</sup> of each in in preparation of takeoff of the succeeding year's activities.

### **3.3.4 Monitoring**

The monitoring will be done by the Presbytery and the District Mission and Evangelism Directors and Coordinators respectively.

### **3.3.5 Reporting**

There should be a comprehensive quarterly report presented by the Congregations to the District and Districts to the Presbyteries and finally to the General Assembly Council.

### **3.3.8 Other Suggestions**

- Ushers should be well trained to receive new members in all Congregations
- In order to raise the awareness of embarking on ministry for Celebrities, the Church should organize a mega national program inviting Celebrities for a night of praise which can be fused with evangelical messages. This can be dubbed as **Guests Service**.
- Church service in all Congregations should be experiential in nature.
- All Children service teachers should be trained in child evangelism and each recognized and appreciated for the number of children brought into the Church.
- District Session Council Standing Committees should ensure that, Congregations adopt nearby schools for chaplaincy activities – Both private and public schools, from crèche to tertiary schools. Specific Church members be appointed and trained for this assignment and periodic report made to Session.
- Agent in Charge of all the Courts should be made accountable for the success or otherwise of the Specialized Ministries.

## **3.4 General Evangelism**

### **3.4.1. Methodology**

#### **A. Revivals**

All Congregations should embark on activities such as revivals. Congregations should organize revivals in their locals so as to revive the Church members in order for them to be able to go out and win souls. Revival services should also aim at discipleship and evangelism (to the old members and the new entrants.) Fund raising should not be the **MAIN** focus for revival services.

### **B. Crusade and other Outreach Activities**

Crusades, personal evangelism, street and tract distribution evangelism and other forms of outreach should be organized by the Church. Representatives from the various Groups should be well trained by the Agents or persons who are well schooled in evangelism on how to follow up and keep the souls in the Church. Group leaders are encouraged to include outreach programmes/activities in their Conferences, anniversaries and annual meetings at all Courts.

### **C. Discipleship**

Discipleship which is a strong tool to Church Growth should be intensified at the various Courts. Outreach and in reach programmes without discipleship would not lead to the growth of the Church. Conscious efforts should be made to disciple the converts and other members of the Church.

### **D. Church Planting**

Church Planting should be mandatory. Every District must at least plant and nurture a Church in two years. Proper survey should be conducted before embarking on Church planting. The Young Missionary Movement (PYMM) model should be used for such purposes. The Youth In Church Evangelism (YICE) and Students In Church Evangelism (SICE) must be tasked to lead in the Church Planting. Follow up teams should be set up by Mission and Evangelism Coordinators in the Districts and the Congregations. These follow- up teams must be well resourced for effective execution.

Districts which for obvious reasons cannot plant Churches in their jurisdictions are encouraged to cross borders to other Presbyteries to plant and nurture the Churches. Districts in such situations can adopt and strengthen other weaker Churches outside their Presbyteries. “Twinning” is also recommended.

### **3.4.2 Timeline**

The Districts and the Presbyteries should use their monthly and quarterly Council meetings as an opportunity for monitoring and evaluation.

### **3.4.3 Other Suggestions**

- i. Evangelism Committees within the Courts should spearhead implementation of the Vision 300k
- ii. Operational guidelines should be provided by the M&E Directorate.
- iii. Orientation be run at Presbytery levels for all District Committees on evangelism.
- iv. With regards to monitoring; Evangelism Consultation must be organized every mid-week.
- v. The Courts will be used for supervision and monitoring

The above set target will require an amount allocated to the Presbyteries from the General Assembly Office set for the Vision 300K.

#### **4.0 Conclusion**

In conclusion, all Presbyteries, Districts and Congregations are entreated to help the Church in its quest to achieve the Vision 300k in the proposed years. As Paul said, “I can do all things through Christ who strengthens me,” (Philippians 4:13). It is believed with God’s strength, all these can be done to the glory of God. Amen

### **Annex 3: A FRAMEWORK FOR EPCG YOUTH MINISTRY**

#### **Introduction**

In the year 1958, Rev. Ian Strachan a Scottish Missionary was given the task of organizing the youth of the E.P. Church to have a meaningful sense of direction and mission within the worship life of the Church.

The Christian Youth Builders (C.Y.B.) was born out of that effort. The original name for the youth movement was “*Dekakpuiwo Kple Detugbuiwo fe Haborbor*”.

This youth group continued to play its role until the birth of the Evangelical Presbyterian Students’ Union emerged in 1993 and later the Boys’ and Girls’ Brigade.

In modern times for the purpose of national, international and ecumenical identity, and recognition, it has become necessary for a review of our youth policy. The suggested framework for the policy is as follows;

PREAMBLE:

POLICY OUTLINE:

- Preamble
- Vision, Mission and Core Values of the Youth Ministry
- Name of group or Youth Ministry
- Youth identification
- Objectives of Youth Ministry
- Structure of Youth Ministry
- Youth Administration
- Youth Activities and programmes
- Youth Ecumenical Relations
- Funding the Youth Ministry
- Youth Spirituality
- Conclusion

## **POLICY OBJECTIVES:**

The aims and objectives of the Youth Fellowship shall be as follows:

- i. To bring the youth into the saving power of our Lord Jesus Christ; and nurture them to grow physically, intellectually, emotionally, socially and spiritually, into Christian maturity.
- i. To encourage the church's young people to take full responsibility in the Church and the nation as a whole.
- ii. To serve as a platform for its members to realize their potentials, opportunities and responsibilities within the church and the community;
- iii. To promote the study of the Bible and the teachings of the Evangelical Presbyterian Church, Ghana.
- iv. Mobilize and empower members to undertake useful and viable economic ventures.
- v. To facilitate the gathering and dissemination of information about the Youth.

## **NAME FOR THE YOUTH MINISTRY:**

The name for the organised youth of the Church shall be the Evangelical Presbyterian Youth Ministry (E.P.Y.M). This shall be further segregated into Junior Youth Fellowship, Youth Fellowship (E.P.Y.F) and the Young Adult Fellowships (E.P.Y.A. F.)

### **1. Youth Identification**

- i. The youth between the ages of 13 to 17 years shall be mobilized for spiritual, moral and physical nurturing under the E.P. Junior Youth Fellowships (E.P.J.Y.F.) umbrella. This fellowship shall serve as a transitional period between the Children Ministry and the E.P. Youth Fellowship where members shall be taught the detailed tenets of the Evangelical Presbyterian Church, Ghana in preparation for their confirmation.
- ii. The youth between the ages of 18-35 years shall be organized into the E.P. Youth Fellowships (E.P.Y.F.) and shall promote the spiritual, moral, and social well-being of members who fall within this age bracket.
- iii. All students of the Evangelical Presbyterian Church, Ghana in both Senior High Schools and Tertiary institutions will be organized under the E.P. Students' Union (EPSU) and shall operate on the campuses. When back home during holidays, they shall find themselves under the leadership of either the Junior Youth Fellowship or the Youth Fellowship accordingly.
- iv. The Boys' and Girls' Brigade shall also operate side by side with the youth Fellowship.
- v. *There shall also be the Young Adults Fellowship for persons between the ages of 36-45 years. This fellowship shall serve as a transitional period to entry into the Men's or the Women's ministries of the Church.*

### **2. Youth Administration**

- i. The youth of the Church shall be governed at the national level by the National Youth Council known as the Central Youth Committee.
- ii. The Central Youth Committee (CYC) shall be composed of the;

- a. The Youth Programmes Officer
  - b. The Presbytery Youth Workers (Facilitators)
  - c. Presbytery Youth Presidents/Chairpersons who shall be lay youth leaders
  - d. Representatives from the Tertiary Institutions.
- iii. The Central Youth Committee subject to the direction of the General Assembly or The General Assembly Executive Council shall be responsible for the formulation of policies to govern the youth.
  - iv. The CYC Shall be the link between the General Assembly and the GAEC.
  - v. The CYC shall meet at least two times a year. The beginning of the year to plan its programs and the end of the year to evaluate programs.