

# **EVANGELICAL PRESBYTERIAN CHURCH, GHANA**



## **GUIDELINES FOR REPORT WRITING**

***Based on the 2025–2029 Strategic Plan***

**August 2024**

## INTRODUCTION

How can the Church grow both in depth and in numbers? This remains one of the most pressing questions in the pursuit of Church growth today. It is not enough to simply hope, dream, or assume that growth will happen naturally. For the Church to remain balanced, healthy, and impactful, growth must be intentional, guided by vision, and anchored in strategy.

In response to this sacred responsibility, the **Evangelical Presbyterian Church, Ghana (EPCG)** has taken deliberate steps to chart a path forward. After broad consultation with key stakeholders, the Church—under the leadership of the Strategic Planning Committee—has developed a **Five-Year Strategic Plan (2025–2029)**. This plan seeks to strengthen the Church’s mission to serve both the Lord and society, ensuring that growth is both qualitative and quantitative.

A central pillar of this Strategic Plan is the establishment of a **Performance Management System**, designed to help the Courts of the Church track progress with clarity and accountability. To this end, the Strategic Planning Committee has prepared **Guidelines for Report Writing**, aligned with the Strategic Plan, to standardize and elevate the quality of reports across all levels of the Church.

## THE IMPLEMENTATION FRAMEWORK

The framework requires each Court of the Church to prepare the following documents annually:

- **Annual Rolling Plan (ARP):** Each Court prepares an ARP based on the Framework for Goals and Key Performance Indicators (KPIs). Annual targets are set for each applicable goal, submitted to the immediate higher Court, and collated into a unified ARP.
- **Quarterly Targets (QT):** Each Court outlines strategies and activities for the year, with quarterly targets and cost estimates. Departments (General Assembly Office and Presbytery) and Committees (Districts and Congregations) are responsible for their respective goals, while the Accountable Officer (AO) oversees overarching goals.
- **Quarterly Reports:** These reports provide data to monitor and evaluate progress at the end of each quarter, measuring achievements against KPIs and quarterly targets. Reports are prepared at every level—Congregation, District, Presbytery, and Headquarters—and collated by the Implementation Coordinator (IC) and Clerk for review and further action.
- **Annual Reports:** At year’s end, Annual Reports capture organizational and staffing data, evaluate the achievement of annual KPIs, and highlight notable events, challenges, and projections. These reports are similarly collated and reviewed, ensuring accountability and forward planning.

Reports serve not only as records but also as tools for monitoring, evaluation, projection, and recommendation. They provide the superior bodies of the Church with the insights needed to guide future action.

## **PURPOSE OF THE GUIDELINES**

These Guidelines introduce a new style and format for quarterly and annual reports. Their purpose is to help the Courts of the Church prepare clear, well-structured, and purposeful reports that:

- Keep accurate records of activities,
- Monitor and evaluate performance, and
- Recommend strategies for future success.

Practical, simple, and easy to follow, the Guidelines are designed to be a living tool. They must not remain on shelves but should be actively used as reference material and a guide for report writing. To ensure effective adoption, Agents, Clerks, and Implementation Coordinators must be trained to apply them consistently.

We commend these Guidelines to all—Ministers, Catechists, Clerks, Implementation Coordinators, Presbyters, and Lay Representatives. With collective commitment, the Church can embrace this new reporting style as a vital instrument for growth.

Our prayer is that these Guidelines will inspire diligence, unity, and excellence in reporting, and that through them, the EPCG will continue to flourish in its mission to glorify God and serve humanity.

## **TEMPLATES FOR ANNUAL REPORTS**

The templates are provided for the Court but can be easily adapted for a Departmental, Committee or Group Reports as the case may be.

### **Narrative Template**

The general structure of the narrative is provided as follows:

- i. **Title:** This must comply with the following format:

The Evangelical Presbyterian Church, Ghana  
*(Name of Congregation or District or Presbytery)*  
 (Year) Annual Report  
 Submitted to *(Recipient of Report as Appropriate)*

- ii. **Preamble/Introduction:** A brief statement or quotation to capture the spirit and/or content of the report.
- iii. **Organization and Staffing:** The following information must be provided with appropriate commentary on changes, challenges, and projections where appropriate.
  - a. **Organizational Data:** Number of Preaching Posts, Congregations, Districts and Presbyteries as appropriate, providing:
    - i. For the District: List all Congregations and Preaching Posts;
    - ii. For the Presbytery: List all Districts; and
    - iii. For General Assembly Office: List all Presbyteries.
  - b. **Key Officers and Staff of the Court:** provide this within various categories as appropriate for the Court with comments as appropriate. Congregations must provide the full list of Presbyters, but higher Courts must state the number.
  - c. **Agents of the Church:** Number of Caretakers, Catechist, Ministers (fulltime, tent, commissioned, ordained, retired) currently in the Court.
- iv. **Overarching Goals:** This must be presented with reference to the tabular report, AR-1.
  - a. **Membership Statistics:** Presented with reference to AR-2. Point out a few observations from evaluation of the membership statistics and ways in which it is likely to influence your outlook into the future. You may make use of charts to emphasize some of these lessons.
  - b. **Meeting Reporting Deadlines:** To what extent did you meet your statutory reporting deadlines. What were the challenges and how do you intend to overcome these?
- v. **Departmental Goals:** This must be presented with reference to the tabular report, AR-1 for each Committee (Congregations and Districts) and Department (Presbytery and General Assembly Office). For each applicable Goal provide:

- a. **Key Performance Indicators:** State the KPIs and the extent to which they were met.
- b. **Strategies:** Use information from your Quarterly Reports but focus on only the most essential information. For strategies that contributed significantly to your PIs, state the extent of their contribution and what more can be done. For those that did not contribute adequately to your PIs, state the weakness and how you intend to overcome them.
- c. **For Department of Finance:** Status of compliance with financial regulations of the Church, like payment of weekly contributions, statutory payments, audits, and the like. Reference must be made to an audited account either attached to this report or submitted to the higher Court as required by the Constitution.
- d. **Way Forward:** State what you are likely to do differently to achieve or exceed the KPI for this goal in the coming quarter/years, if any.

**Note:** Departmental Reports must include other Goals pursued by the Department or Committee other than those in AR-1.

- vi. **Notable Achievements and Events:** Brief statements of notable events and achievements not covered by previous sections of this report.
- vii. **Major Challenges:** A brief statement of any major challenge, steps taken to address same, and support required from the Court.
- viii. **Emerging/New Strategic Focus:** Make statements on emerging or new strategic focus for coming years arising from the evaluation of your past performance and their likely impact on the Overarching and Departmental Goals.
- ix. **Remissions and Deliverance:** A brief statement of what actions are required of the recipient of your report to facilitate a better achievement of the vision and mission of the Church. There must also be a statement requesting that your report is accepted.
  - i. **Signature:** The Report must be signed and dated with the name and designation of the Clerk if it is for the Court, and that of the Accountable Officer (AO) if it is to be submitted to a higher Court.
- x. **Appendices to the Report:** The Narrative under Overarching Goals and Departmental Goals must refer to these appendices as necessary that must be attached to the Annual Report for each Court:
  - a. **AR-1:** Annual KPI Report;
  - b. **AR-2:** Annual Membership Statistics;
  - c. **AR-3:** Annual Average Attendance Statistics
  - d. **AR-4:** Annual Land Management Statistics; and
  - e. **AR-5:** Annual Financial Report.

## NARRATIVE TEMPLATE

The templates provided are primarily for the Court but can be easily adapted for use by Departments, Committees, or Groups as needed. Below is the general structure of the narrative report:

### I. TITLE

The title must follow this format:

**The Evangelical Presbyterian Church, Ghana**  
*(Name of Congregation, District, or Presbytery)*  
*(Year) Annual Report*  
*Submitted to (Recipient of Report as Appropriate)*

### II. PREAMBLE / INTRODUCTION

Include a short statement or quotation that captures the spirit and purpose of the report.

### III. ORGANIZATION AND STAFFING

Provide information about the structure and personnel of the Court, with commentary on changes, challenges, and future projections.

- Organizational Data:
  - District: List all Congregations and Preaching Posts.
  - Presbytery: List all Districts.
  - General Assembly Office: List all Presbyteries.
- Key Officers and Staff:
  - Congregations must provide a full list of Presbyters.
  - Higher Courts should state the total number of officers and staff.
- Agents of the Church:
  - Indicate the number of Caretakers, Catechists, and Ministers (full-time, tent, commissioned, ordained, retired) currently serving in the Court.

### IV. OVERARCHING GOALS

Present this section with reference to AR-1 (Annual KPI Report).

- Membership Statistics: Refer to AR-2. Highlight key observations from membership data, explain how these trends may shape the future, and use charts where helpful.

- Reporting Deadlines: Indicate whether statutory reporting deadlines were met, note challenges faced, and explain how these will be addressed.

## V. DEPARTMENTAL GOALS

This section should reference AR-1 for each Committee (Congregations and Districts) and Department (Presbytery and General Assembly Office). For each goal:

- Key Performance Indicators (KPIs): State the KPIs and assess the extent to which they were achieved.
- Strategies: Summarize essential strategies from Quarterly Reports.
  - For successful strategies, explain their contribution and how they can be improved.
  - For weaker strategies, identify shortcomings and outline corrective measures.
- Finance Department: Report compliance with financial regulations (weekly contributions, statutory payments, audits, etc.). Attach or reference audited accounts as required by the Constitution.
- Way Forward: Outline what will be done differently to achieve or exceed KPIs in the coming quarters or years.

*Note: Departmental Reports must also include other goals pursued beyond those listed in AR-1.*

## VI. NOTABLE ACHIEVEMENTS AND EVENTS

Briefly highlight significant events or achievements not covered in earlier sections.

## VII. MAJOR CHALLENGES

Summarize key challenges, steps taken to address them, and any support required from the Court.

## VIII. EMERGING / NEW STRATEGIC FOCUS

Identify new or emerging priorities for the coming years, based on past performance, and explain their likely impact on overarching and departmental goals.

## IX. REMISSIONS AND DELIVERANCE

State the actions required from the recipient of the report to help achieve the Church's vision and mission. Include a formal request for the report to be accepted.

## X. SIGNATURE

The report must be signed and dated:

- By the Clerk (for Court reports).
- By the Accountable Officer (AO) if submitted to a higher Court.

## XI. APPENDICES

The narrative under Overarching and Departmental Goals must reference the following appendices, which should be attached to the Annual Report:

- AR-1: Annual KPI Report
- AR-2: Annual Membership Statistics
- AR-3: Annual Average Attendance Statistics
- AR-4: Annual Land Management Statistics
- AR-5: Annual Financial Report

### AR-1: Annual KPI Report

Code	Goals	KPI	Unit	Previous Year Actual	Current Year Target	Current Year Actual
(a)	(b)	(c)	(d)	(e)	(f)	(g)

#### Notes on AR-1:

- This is applicable for both Overarching and Departmental Goals.
- Data for columns a-f is extracted from the Yearly Rolling Plan of the Court.
- Data for columns g is filled at the end of the year. This entry must be the same as that for the Q4 (Column j) of QR-1.

### AR-2: Annual Membership Statistics

Category	Previous Year Actual	Current Year Target	Current Year Actual	Variance	% Growth
(a)	(b)	(c)	(d)	(e) = d-c	(f) = 100x e/c
Children (up to 12 years)					
Junior Youth (13 - 19 years)					
Youth (20 - 35 years)					
Young Adults (36 - 45 years)					
Adults (46 – 59 years)					

Aged (60 years +)					
<b>Total</b>					
<b>Communicants</b>					
<b>Non-Communicants</b>					

**Notes on AR-2:**

- i. Data for columns b & c are extracted from planning data for the current YEARLY ROLLING PLAN of the Court.
- ii. Data for column d is extracted from data base of members or the Roll Book of the Congregation at the end of the year and compiled at the higher Courts. It must be the same as that for the Q4 (column (h) of QR-2
- iii. Data for columns e & f is calculated as provided.

**AR-3: Annual Average Attendance Statistics**

Category	Previous Year Actual	Current Year Target	Current Year Actual	Variance	% Growth
(a)	(b)	(c)	(d)	(e) = d-c	(f) = 100x e/c
<b>A, To Church Services</b>					
Children Service					
Youth Service					
Adult Service					
<b>Total (A)</b>					
<b>B. To Generational Group Meetings</b>					
General Fellowship					
Youth Fellowship					
Women's Fellowship					
Men's Fellowship					
<b>Total (B)</b>					

**Notes on AR-3:**

- i. Data for columns b & c are extracted from planning data for the current year YEARLY ROLLING PLAN of the Court.
- ii. Data for columns d is extracted from data collected by the Church and groups and averaged over the year at the end of the year and compiled at the higher Courts.
- iii. Data for columns e & f is calculated as provided.

**AR-4: Annual Land Management Data****AR-4A: Summary of Land Management Data**

No.	Status of Land Title Certificate	Actual	Target	Actual
		2024	2025	2025
<b>A. Status of Land Title Certificate</b>				
1	Total Land Title Certificate			
2	Total Signed Indenture			
3	Total Allocation Certificate			
4	Total Site Plan			
5	Total Receipt			
6	Total None			
7	Total (No.)			
8	Total (ha)			
9	Ongoing Litigation (No.)		X	
<b>B. Status of Insurance on Landed Properties</b>				
1	Total Number of Landed Properties			
2	Total Insured			

**Notes on AR-4A:**

- i. To be completed by Districts, Presbyteries and Headquarters.
- ii. Districts compile and summarize data from Congregation and District AR-4B and AR-4C.
- iii. Presbyteries and Headquarters compile and summarize data from AR-4A from the lower Court and their own AR-4B and AR-4C.

**AR-4B: Details of Land Ownership Data**

No.	Name	Location	Size (ha)	Actual	Target	Actual
				2024	2025	2025
(a)	(b)	(c)	(d)	(e)	(f)	(g)
1						
2						
3						
4						
5						
6						
7						

8						
	<b>Total Land Title Certificate</b>					
	<b>Total Signed Indenture</b>					
	<b>Total Allocation Certificate</b>					
	<b>Total Site Plan</b>					
	<b>Total Receipt</b>					
	<b>Total None</b>					
	<b>Total (All Lands)</b>					
	<b>Current Litigation (No)</b>					

**Notes on AR-4B:**

- i. Congregations must compile for all lands owned by the Church that they manage.
- ii. Districts, Presbyteries and Headquarters must prepare this for only lands that they manage directly.
- iii. Identify each piece of land by name, location, and size by filling in Columns a-d. Increase the number of rows as applicable.
- iv. Fill in Columns e-g for each piece of land with one of the as following attributes:
  - a. Land Title Certificate;
  - b. Signed Indenture;
  - c. Allocation Certificate;
  - d. Site Plan;
  - e. Receipt; or
  - f. None.

**AR-4C: Details of Landed Property Insurance Data**

No.	Name	Location	Use	Actual	Target	Actual
				2024	2025	2025
(a)	(b)	(c)	(d)	(e)	(f)	(g)
1						
2						
3						
4						
5						
6						
7						

8						
9						
10						
<b>Total Insured</b>						
<b>Total Insured Through TIB</b>						
<b>Total Number of Landed Properties</b>						

**Notes on AR-4B:**

- i. Congregations must compile for all landed properties owned by the Church that they manage.
- ii. Districts, Presbyteries and HEADQUARTERS must prepare this for only lands that they manage directly.
- iii. Identify each piece of landed property by name, location, and use by filling in Columns a-d. Increase the number of rows as applicable.
- iv. Fill in Columns e-g for each piece of land as follows:
  - a. **Yes** – If Insured; and
  - b. **No** - If Not Insured.
- v. For Columns e-g “Totals”:
  - a. **Total Insured:** Fill the number of “YES” for each column;
  - b. **Total Insured Through TIB:** Check and provide entry based on records; and
  - c. **Total Number of Landed Properties:** Fill in the total number of properties.

**Quarterly KPI Update**

Code	Goals	Key Performance Indicators (KPI)	Unit	Previous Year Actual	Current Year Target	Current Year Actual (As At)			
						Q1	Q2	Q3	Q4
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)

**Notes on QR-1:**

- i. This is applicable for both Overarching and Departmental Goals.
- ii. Data for columns a-f is extracted from the YEARLY ROLLING PLAN of the Court.
- iii. Data for columns g-j is filled in cumulatively at the end of each quarter such that the entry for the Q4 (Column j) represents the annual KPI.

## Quarterly Membership Update

No	Church Membership	Previous Year Actual	Current Year Target	Current Year Actual (As At)			
				31-Mar	30-Jun	30-Sep	31-Dec
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)
1	Children (up to 12 years)						
2	Junior Youth (13 - 19 years)						
3	Youth (20 - 35 years)						
4	Young Adults (36 - 45 years)						
5	Adults (46 – 59 years)						
6	Aged (60 years +)						
7	<b>Total Members</b>						
8	<b>Growth Rate (%)</b>						

### Notes on QR-2:

- i. Data for columns a-d is extracted from data used for the Current Year YEARLY ROLLING PLAN.
- ii. Data for columns e-h is filled in cumulatively at the end of each quarter from the membership roll book (or database) as updated at the end of each quarter such that the entry for the Q4 (Column 8) represents membership as at the end of the year.

## **Departmental/Committee Quarterly Performance**

This report is mainly for the information of the Court and is not attached to the report sent to the higher Court. This means, if QR-3 is prepared by a Congregation, then it is for the information of Congregational Session and will not be attached to the report sent to the District Minister. Major achievements may however be highlighted in the narrative report under “Notable Achievements and Events.”

The template is as follows:

<b>Department/ Committee:</b> (a)	
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Code (b)	Goal (c)			
No	Strategies	Targets Performance	Actual Performance	Remarks
(d)	(e)	(f)	(g)	(h)
1				
2				
3				
4				

### **Notes on QR-3:**

- i. For Row a, fill in the name of Department or Committee.
- ii. Data for Columns b-h must be provided for each applicable Goal under Overarching Goals and Goals under each Departmental or Committee.
- iii. For Columns b & c, fill in the appropriate code and goal statement.
- iv. Data for columns d-f is extracted from the Departmental AQT.
- v. Data for columns g & h is filled in at the end of each quarter.

## **TEMPLATE FOR SITUATIONAL REPORTS**

This is wholly a narrative report, with the last quarterly or annual report attached submitted by the Presbytery to General Assembly Council Meetings. The other Courts are free to adopt the same format for their Council Meetings.

### **The Narrative Report**

This report must not exceed two (2) pages. The general structure of the narrative is provided as follows:

- i. **Title:** This must comply with the following format:

***The Evangelical Presbyterian Church, Ghana***  
*(Name of Presbytery)*  
 (*1<sup>st</sup>, 2<sup>nd</sup>, or 3<sup>rd</sup>*) Situational Report for (*Year*) submitted to the  
 General Assembly Council Meeting of (*Month, Year*)

- ii. **Preamble/Introduction:** A brief statement or quotation to capture the spirit and/or content of the report. List attachments to the report.
- iii. **Notable Achievements and Events:** Highlight on up to five notable events and achievements within the period, mainly for information.
- iv. **Issues for Consideration by the Council:**
  - a. *Recommendations from the Court or its Council;*
  - b. *Remissions for Consideration by the higher Courts;*
  - c. *Responses to Remissions from the higher Court; and*
  - d. *Activation of Constitutional or Policy procedures.*
- v. **Conclusion:** A brief statement of conclusion.
- vi. **Signature:** The Report must be signed and dated with the name and designation of the Clerk and the endorsement of the Accountable Officer (AO)

### **1.1 Attachment to the Situational Report**

The Constitution requires that the GAEC meets Four times in the year. The schedule of meetings and the attachments required are as follows:

<b><u>GAEC Meeting</u></b>	<b><u>Attachments Required</u></b>
<b>1<sup>st</sup> Quarter GAEC:</b>	AR-1, AR-2, AR-3, and AR-4 of the Annual Report of the previous year
<b>2<sup>nd</sup> Quarter GAEC:</b>	1 <sup>st</sup> Quarter Report of the Current Year
<b>3<sup>rd</sup> Quarter GAEC:</b>	2 <sup>nd</sup> Quarter Report of the Current Year
<b>4<sup>th</sup> Quarter GAEC:</b>	3 <sup>rd</sup> Quarter Report of the Current Year

Presbyteries are free to add other attachments that are relevant under “*Issues for Consideration by the Council*”.