

FIVE-YEAR STRATEGIC PLAN FOR



**THE INTERNAL PROVINCE OF GHANA IN THE CHURCH OF
THE PROVINCE OF WEST AFRICA**

(ANGLICAN COMMUNION)

JANUARY 2016 - DECEMBER 2020

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ACRONYMS AND ABBREVIATIONS

AHPA	Anglican Health Professional Association
ANGUTECH	Anglican University College of Technology
AYC	Anglican Youth Council
AYPA	Anglican Young People's Association
CMS	Church Missionary Society
CPWA	Church of the Province of West Africa
GACA	Ghana Anglican Clergy Association
HPG	Health Professional Guild
ICT	Information Communication Technology
IpG	Internal Province of Ghana
JADC	Joint Anglican Diocesan Council
LCC	Local Council of Churches
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
NUAS	National Union of Anglican Students
SPG	Society for the Propagation of the Gospel
SSM	Society of the Sacred Mission
SWOT	Strengths, Weaknesses, Opportunities and Threats
US	United Society

FOREWARD

It is my pleasure as the first Archbishop of the Internal Province of Ghana (IpG) to write a foreword to this important working document for our Internal Province.

Strategic Planning has become part of the management culture of corporate organizations in recent years. Organizations use Strategic planning tools and processes to define explicit vision, mission, core values, strategic goals and operational objectives for themselves. Just as secular organizations need strategic plans to promote growth and development, the corporate Church as a religious organization also requires the same strategy for rapid growth and spiritual development. Proverbs 24:3-4 (LB) says that “*Any enterprise built by wise planning becomes strong through common sense and profits wonderfully by keeping abreast of the facts*”. Besides, the scriptural warrant for careful planning (Proverbs 16:1, 9; 22:3) denotes that planning and the implementation of plans are expressions of faith.

This strategic plan for the IpG was precipitated by the fact that as soon as I became Archbishop, people and partners of the Province asked me; “Daniel what are the needs of the IpG?” This question was always difficult for me to answer without a corporate plan of the IpG. To answer the question, I highlighted in my charge to the maiden Synod of the Internal Province of Ghana in 2013 the need for a strategic plan. The idea was embraced and the Synod established a strategic planning committee and charged them to develop this strategic plan.

This strategic plan is centred on the New Testament mandate for mission that covers proclamation service to humanity, and fellowship, which in turn is guided by clear objectives under the various desks, chaired by a Bishop. The plan is a tool to guide decision-making and to inform all members of the IpG how we plan to fulfil the mission of God.

Our collective efforts is needed in the implementation of this strategic plan if we are to achieve the objectives we have set for ourselves. To this end, I call upon all members of the Church everywhere to commit ourselves-time, money and talents to operationalize this strategic plan to the glory of God. Besides, let be ceaseless in our prayer for God want us to depend on Him and not rely on ourselves. As we embark on this plan, it is my prayer that we will continue to be the salt of the earth and the light of the world so that others may see our good deeds and give glory to our Father in heaven (Matt. 5:13-16).

To God be the glory, Father, Son and Holy Spirit Amen.

With every blessing

++Daniel

THE MOST REV. DR. DANIEL YINKAH SARFO
(PRIMATE OF CPWA/ARCHBISHOP OF IpG/ANGLICAN BISHOP OF KUMASI)

10TH August, 201C

ACKNOWLEDGEMENTS

This strategic plan for the Anglican Church in Ghana has been produced as a road map to lead the church from where it is now to where we would like it to be in five years' time. But this would not have been possible without the support and help of many individuals and organizations. We would like to extend our sincere thanks to all the people- Bishops, Clergy and Laity who participated in the strategic planning workshops and the follow up discussions, and others who supported in one way or the other. We express our profound gratitude and appreciation to the team of experts lead by the Rt. Rev. Dr. Jacob Kofi Ayeebo for making available to the Church their knowledge and skills for the development of this strategic plan. We are highly indebted to them.

We also acknowledge with deep appreciation and special thanks to our partner- United Society (US.) in the United Kingdom, for the financial support that made the production of this document possible. To all and sundry, we say may the Almighty God bless you in His service.

Amen!

++Daniel

THE MOST REV. DR. DANIEL YINKAH SARFO

(PRIMATE OF CPWA/ARCHBISHOP OF IpG/ANGLICAN BISHOP OF KUMASI)

10TH August, 2015

EXECUTIVE SUMMARY

The Anglican Church of Ghana, which is a synonym for the Internal Province of Ghana is at an exciting and expansive stage of development to commensurate with its new status as an Internal Province in preparation to become an autonomous Province from the Church of the Province of West Africa (CPWA). To usher in this stage, the Church commissioned a team of experts into a strategic planning committee to develop a five-year strategic plan to guide its operations.

In framing the strategic plan, the committee conducted a planning process and solicited inputs from a broad range of stakeholders including Bishops, Clergy, laity and other relevant parties. The process tools employed included consultative meetings, workshops and individual interviews. As the work progressed, the need for statistical information emerged. A questionnaire was also developed and inputs were sought from the Dioceses.

To provide the context for the strategic plan, the history of the Anglican Church in Ghana was traced to the vision of the founding missionary, Rev. Thomas Thompson. The strategic process also provided the rationale for the strategic plan. The geographical, socio-economic and political contexts of Ghana were also considered.

The process also defined a set of core values which will be used to express the commitment of the church to define the core values, and to also use these core values to demonstrate who the members of the church are and the qualities that should inform the practices and activities of the church. In addition, a situational analysis of the current external and internal environments was conducted and an assessment was made regarding the strengths, weaknesses, opportunities and threats, and the extent to which these affect the Church.

The plan also provides the Church's vision and mission statements. In these statements the future of the Internal Province of Ghana is described. Besides, the process formulated comprehensive strategies to achieve the stated goals, objectives and strategies. The goals and objectives are divided into two. The first set are classified under a broad section and the others under the various desks.

The strategic plan is organized under desks known as strategic directions. They deal with eleven strategic issues consisting of economic development and finance, children and youth ministry, men and women ministry, mission and evangelism, health, human resource development and education, liturgy and sacraments, corporate affairs and communication, emergency and humanitarian interventions, church history, inter-faith and ecumenism and international relations and foreign chaplaincy. These strategic directions provide the content for the specific objectives and activities to be implemented. The implementation will be a collective effort involving stakeholders at all levels: National, Diocesan, Archdeaconry and Parish.

Under the strategic directions, the work of the Internal Province of Ghana (IpG) will also be monitored and evaluated to assess the quality and impact of the work and where necessary the strategies will be adjusted to improve performance and to achieve greater results.

One clear and compelling issue, which was considered is the availability of financial resources. It is a truism that members of the strategic planning committee could not have done their work

without resources. Mindful of this, fundraising strategies were adopted by members of the planning committee and it is anticipated that the needed funds will be raised and a yearly budget made available based on an implementation plan.

This strategic plan provides clear strategic directions for the Internal Province of Ghana. It is expected that all stakeholders would collectively respond to the issues raised in this document for the development and growth of the Church. Issues raised in the strategic plan **must be actioned through good leadership and a genuine collective will from all the Anglican faithful**. In dealing with the issues, members must remain true to the basic tenets of Scripture, Reason, and Tradition, and above all, members must remain faithful to Jesus Christ who brought salvation to all through His death and resurrection.

1.0 BACKGROUND INFORMATION

The background and area context contains two sections, namely:

- Brief history of the Anglican Church in Ghana
- Geographical and Socio-economic and political features

1.1 Brief History of the Anglican Church in Ghana

The story of the Anglican presence in the Gold Coast (now Ghana) dates back to 1752 with the Rev. Thomas Thompson as the first missionary under the auspices of the Society for the Propagation of the Gospel (SPG). His ministry was largely the provision of Chaplaincy to the British in the castles and forts. However, he saw the need for Ghanaians to be trained for the priesthood. A proposal was thus made to the SPG office in London which culminated in the training and ordination of Philip Quaque in England in 1765. This historic event did not only make the Rev. Philip Quaque the first Ghanaian Anglican clergyman but also the first African Anglican priest.

The Rev. Philip Quaque returned to Ghana in 1765 after his ordination. His ministry until his death in 1816 was mainly along the coast of Cape Coast, where he worked in several capacities including as Chaplain in the castles, as a teacher/headmaster and as a catechist. History has it that Philip Quaque was not very successful in his religious work due to several factors that militated against him. Some of those factors emanated from some of the colonial Governors who had little interest in religion and therefore restricted his ministry of mission. Besides, the SPG office in London, did not regularly give him the needed stipend to sustain him and his ministry. Philip Quaque's own inability to communicate in his native *Fante* language to his people without the assistance of an interpreter and coupled with his marriage to a British lady created an unhealthy relationship between him and his relatives in Cape Coast.

Several years after the death of Philip Quaque, the Church in Ghana was maintained by lay people who received occasional support from the clergy in the Diocese of Sierra Leone, which was then under the auspices of the Church Missionary Society (CMS). Eventually the Anglican Church in Ghana (Gold Coast) became part of the diocese of Sierra in 1852 and was later transferred to the diocese of Western Equatorial Africa in 1898.

In 1905 SPG began its mission work again and in 1909, the Gold Coast or the Diocese of Accra, which covered the whole of Gold Coast at the time, became an autonomous diocese under the administration of Canterbury. This missionary phase was vibrant and thus set the tone for the modern Ghanaian Anglican spirituality and its attendants. Bishop Hebert Mather (1911-1912), the first Bishop of Accra and other subsequent Bishops from Britain resided in Ghana and worked with Ghanaians to spread Anglicanism to many parts of the country.

In 1952, the then Dioceses of Accra, Lagos (Nigeria), Sierra Leone, Niger and Gambia which were all under the leadership of the See of Canterbury came together and established the Church of the Province of West Africa (CPWA) with the consent of the Archbishop of Canterbury. This

development introduced a new governing structure of the Church in West Africa to be in conformity with others in the Anglican Communion, where an Archbishop and Primate becomes the leader and focus of unity. Twenty-seven years later, in 1979, the Church in Nigeria, including the Diocese of Niger was carved out from the CPWA as an autonomous Province of Nigeria. This division initially meant that the dioceses of Accra (Ghana), Gambia, Liberia, Kumasi (Ghana) and Sierra Leone constituted the membership of the Church of the Province of West Africa.

The history of expatriates Bishops to Ghana ended in 1967 with the resignation of the Rt. Rev. Reginald Richard Roseveare SSM on grounds of ill-health coupled with the rejection of his motion at Synod to split the then Diocese of Accra to three Dioceses. The point that needs stating, however, is that despite the many challenges the colonial Bishops faced, including some weakness in their own style of leadership, their efforts to spread the Gospel of Jesus Christ in Ghana is unquestionable. It should be noted that their concern for evangelism, ecumenical activities and education as a tool of mission as well as the training of natives for mission work were very striking.

In 1968, the Rt. Rev. Ishmael Samuel Mills LeMaire was elected the first Ghanaian Bishop of Accra when he was already an assistant Bishop. This transition to indigenous episcopal leadership, though had its own challenges, was an era where many churches were planted, catechists trained and St. Nicholas Seminary established for ministerial formation and theological education. It is important to note that it was under the episcopacy of Bishop Lemaire that the Diocese of Kumasi was created in 1973 with the Rt. Rev. John Arthur as the first Diocesan Bishop. It is also worth adding that under the leadership of Bishop Lemaire the Dioceses of Cape Coast, Sekondi/Takoradi, Koforidua and Sunyani/ Tamale were created in 1981. Sadly, Bishop Lemaire died in 1982.

In 1982 the Joint Anglican Diocesan Council (JADC) was created. This development provided the opportunity for the emerging autonomous Dioceses to think, plan and proclaim the mission of God together. JADC had no Constitution governing it but it had a Deed of an Agreement among the Dioceses. To this end, it was sometimes difficult for the JADC to enforce its own administrative decisions. The presidency of the JADC was known as the Presiding Bishop. He served only a two-year term and passed on the mandate to the next Presiding Bishop who was chosen in order of seniority of consecration.

The Joint Anglican Diocesan Council System of Administration ended in 2012 when the Church of the Province of West Africa was divided into two internal Provinces: the Internal Province of Ghana and the Internal Province of West Africa by the CPWA Provincial Synod. By this system, all the Anglican Dioceses in Ghana and those that will be created fell under the IpG. Constitutionally, the Internal Province of Ghana (IpG), which is the Anglican Church in Ghana, is still part of the Church of the Province of West Africa (CPWA). From the brief history presented above, it would be noted that the Anglican Church is one of the oldest historic Churches in Ghana committed to the catholic faith and apostolic tradition. As part of the worldwide Anglican Communion, it upholds the historic threefold source of authority in the

Church: Scripture, Reason and Tradition as well as the threefold ministry of Bishops, Priests and Deacons

The current Dioceses constituting the Internal Province of Ghana are: Dioceses of Accra, Cape Coast, Dunkwa -on- Offin, Ho, Secondi, Koforidua, Kumasi, Mampong Asante, Sunyani, Tamale and Wiawso. The statistical data on the IpG as at December 2014 and the implementation plan are attached.

1.2 Geographical and Socio-economic and Political Features

Geographically, the Internal Province of Ghana covers the whole of the Republic of Ghana. It was known as the Gold Coast before independence. It is in West Africa and has a total land area of 239,460 square kilometers, which is equivalent to 92,486 square miles. The population of the country is nearly 25 million people according to the 2010 population and housing census made up of many different ethnic groups with diversities of culture and religion. Ghana is divided into ten administrative regions, namely, Ashanti, Brong-Ahafo, Central, Eastern, Greater Accra, Northern, Upper East, Upper West, Volta and Western Regions with Accra as the administrative capital.

The most densely populated part of the country is in the south while the population of the three northern regions is mainly rural and sparsely populated. The climatic conditions of the various regions are also different. In the south, the climate is hot and humid while the Savannah grassland and woodland of the northern regions are characterized by hot and dry climates.

Ghanaians depend chiefly on agriculture for their livelihoods. Agricultural activities include crop production, livestock and poultry. Agriculture plays a major role in the country's economic development with cocoa as the major leading exported crop (GRC 2010). Ghana is also endowed with many natural resources such as gold, timber, diamond, manganese, oil, to mention a few. Despite these resources, poverty still has a firm grip on Ghana's rural areas. Ghana has, however, made strides towards reducing poverty. It is the most successful country in the sub-region in terms of efforts that have been made to not only reduce extreme poverty but also to accelerate economic growth.

In term of health delivery, Ghana is one of countries in Africa with best healthcare systems. Since independence successive governments have actively pursued health reforms and enormous strides have been made to improve the health status of the people. However, communicable diseases, poor sanitation and poor nutrition are still health challenges facing the country. These diseases affect the potential growth of the Ghanaian economy. In this regard, the Church apart from contributing to reversing the negative effects of ill-health on the economic performance of the country, must also seek to tackle the high mortality and morbidity rates in the country

In the political arena, Ghana became the first country in sub-Saharan Africa to gain independence from British colonial rule in 1957 and on July 1, 1960 Ghana was proclaimed a Republic. Since Independence, Ghana has experienced a number of political systems. After leading the country for nine years, for instance, the nation's founding president, Kwame

Nkrumah was overthrown in a coup d'état in 1966. After the overthrow of the first president, Dr. Kwame Nkrumah in 1966 and until 1992, Ghana was ruled by a series of military despots with intermittent experiments with democratic rule, most of which were curtailed by military takeover. The latest and most enduring democratic experiment started in 1992 and it is what has gained recognition for Ghana as a leading democracy in Africa. Added to this, is the District/Municipal/Metropolitan Assembly concept, whereby citizens are made to be involved in the decision-making process of every government. Members of the various Assemblies also have a say in the formulation and implementation of development activities in the District/Municipal/Metropolitan Assemblies where they operate.

Ghana believes in the rule of law. Thus, it has a good legal system that provides justice and protects the rights of its citizenry. Similarly, Ghana is endowed with an educational system, which is considered to be of high quality. Even though basic education is free and compulsory, the number of children not attending school is still relatively high. The official language of instruction in the educational system is English.

There are three main religions in the country: Christianity, Islam and the indigenous religions. Christianity is the largest religion with many different Churches, including the Anglican, Roman Catholic, Methodist, Presbyterian, Baptist, Pentecostal and the Charismatic Churches. Islam comprises two sects, the orthodox and the Ahmaddiya Movement. It is worth noting that the Ahmaddiya Movement is also a missionary body. Traditional religion is heavily loaded with several myths, beliefs, taboos and norms. Harmony in a family and/or a clan is achieved by strict observance of these taboos and certain religious rituals. Ancestors in the Traditional religion are perceived to be spirits and these spirits are worshipped or venerated. Despite the diversity in beliefs and practices among these major religions, there is religious tolerance in the country.

Ghana is a peaceful country with several tourist sites that attract many people to the country. A few sites to highlight here include the forts and castles that were built by the Europeans and are found in the coastal areas of the country and these coastal areas are in the Central, Western, and Greater Accra and the Volta regions. There are other tourist sites like the Kakum National Park in the central region, Lake Bosomtwi in the Ashanti region, Mole National Park in the northern region, and Paga Crocodile Pond in the Upper East region. Ghana is also one of the countries in West Africa with a rich culture.

We are grateful to God for this nation and what He has done for us. May He continue to bless our land and may our love and service transform lives to His glory.

2.0 STRATEGIC PLAN RATIONALE AND PROCESS

To begin with, there is no historical evidence that the Anglican Church in Ghana (IpG) has ever implemented either a short-term or long-term strategic plan. However, available evidence indicates that in the 1990's, a strategic plan was developed but it ended up on the shelves of the defunct JADC office without being even partially implemented. In this context, the Church made decisions in a vacuum where there was little or no alignment with common goals and strategies.

Today, society is changing rapidly and with several different demands coupled with the fact that the needs and expectations of members of the Church have also grown and will continue to grow; it has become absolutely necessary to put in place a strategic plan to guide the church's activities. To this end, there is a need to reaffirm the mission of God and to look at objectives that should be prioritized for a period to make the best use of resources and skills as well as the structures and systems that need to be placed to enable the church respond effectively to the love of God through Jesus Christ. To this end a strategic plan which will define who members of the church are, where the church is heading and to establish the church's priorities so as to enable the Church to better serve the needs of its members and the larger communities has become imperative now more than before. As a result of the need to streamline the activities of the church, at a maiden Synod of the IpG in 2013, concerns were raised about the absence of a functional strategic plan. The general feeling was that the absence of a strategic plan was not helping the Church to effectively focus on its core mission as planning was an indispensable tool in this matter. The old adage: "those who fail to plan, plan to fail" resounded in the minds of members of Synod. Besides, Jesus confirmed the importance of planning in the Gospel of St. Luke when He intimated that: "For which of you, desiring to build a tower, does not first sit down and count the cost, whether he has enough to complete it? Or what King, going to encounter another King in war, will not sit down first and take counsel whether he is able with ten thousand to oppose the one who comes against him with twenty thousand? And if not, while the other is yet a great way off, he sends an embassy and asks terms of peace" (Luke 14:28-32).

Following the decision of Synod to have a strategic plan in place to guide the Church in fulfilling its mission, mobilization of funds was an indispensable first step. In this regard, the Chairman of the desk for economic development and finance in consultation with the Archbishop, used his fundraising and resource mobilization skills and developed a proposal to the United Society (Us.) in the United Kingdom seeking for financial support. The proposal was approved, and with local contribution, the strategic plan process was set in motion.

To carry out this responsibility, a team of experts was constituted into a Strategic Planning Committee and charged to facilitate the development of a strategic plan. Recognizing the importance of the exercise, several brainstorming meetings were held by the lead team members at Bolgatanga in the Upper East Region. Eventually a framework was designed for a major stakeholder consultative workshop, which took place in Cape Coast in the Central Region from 11-14 March 2014. The workshop brought together fifty-five (55) participants, comprising all the Bishops of the Internal Province of Ghana, clergy, laity, institutional heads and professionals from the various Dioceses. This broad-based consultative workshop was very essential because the strategic plan was intended to reflect the wishes and aspiration of the Church so as to enable

all faithful to own the planning process. It is expected that this sense of ownership would ensure a smooth implementation, monitoring and evaluation of the overall long-term objectives of the strategic plan. To generate cogent ideas to enrich the strategic plan, the following critical strategic planning questions were asked:

- Why do Strategic Planning?
- Where are we now?
- Where do we want to be?
- What are our priorities?
- How will we work?
- How will we monitor our progress?

The ideas generated were massive, which showed that having a strategic plan is as important as the kind of thinking that goes into it. Another major planning process workshop was organized in Accra from 13-15 January 2015 involving the same participants as was the case in the first workshop. It provided a platform to review the Planning Committee's draft work in order that the strategic plan will be relevant and responsive to the needs of the Church and the wider community. In addition to those formal sessions, the Strategic Planning Committee held six working meetings to synchronize and align the outcomes of the various workshops.

Besides the above-mentioned processes, a strategic process questionnaire was also designed and administered to all the eleven Dioceses. The purpose of the questionnaire was to gather basic information from each Diocese to enable the IpG maintain a statistical data at the national level. Additionally, the maintenance of a statistical data is intended to measure and or track changes in the Internal Province of Ghana after the implementation phase of this strategic plan. Out of the eleven Dioceses, a total of nine Dioceses responded and their responses were analysed using the Microsoft Excel pivot table. Appendix Y contains the detailed analysis of the results of the survey questionnaire.

Other groups and organizations such as the Ghana Anglican Clergy Association (GACA) and the Anglican Young People's Association (AYPA) were involved in the strategic planning process. During their national conferences held in Kumasi and Tamale from 22-26 April 2014 and 21-23 August 2014 respectively, members of both the GACA and the AYPA were sensitised on the process of developing this strategic plan and their views were solicited.

In conclusion, the strategic planning process has resulted in the production of this plan. However, three other important steps are yet to be fulfilled. These are implementation, monitoring and evaluation of the activities contained in this plan. They are demanding and will need the co-operation and support of all Ghanaian Anglicans to achieve its strategic goals and objectives. It is hoped that members of the Anglican Church would take on board the activities outlined in the plan; as this would help strengthen members' capacity to grow more towards maturity in Christ and thus be proactive in the mission of Christ and in our resolve to share the gospel with others.

3.0 VISION, MISSION STATEMENT AND CORE VALUES

This section deals with the vision, mission statement and core values of the strategic plan

3.1 Vision

To be a dynamic and united church proclaiming and transforming society with the gospel of Jesus Christ.

3.2 Mission Statement

We work for the promotion of God's Kingdom in Ghana through:

- The celebration of the Sacraments and proclamation of the Word as presented to us in Scripture
- Responding to the needs of society especially the vulnerable, the disadvantaged and the challenged
- Promoting justice, peace, human dignity and reconciliation.
- Promoting environmental stewardship

3.3 Core Values

The Internal Province of Ghana shall be governed by the following values:

3.3.1 Mission Outreach

We believe in mission work under the guidance of the Holy Spirit, to reach out to the world with the redeeming, healing and restoring Grace of Jesus Christ

3.3.2 Worship

We affirm the value of gathering as a community in worship (Ps. 95: 1- 7; John 4: 24, Heb. 10:25).

3.3.3 Partnerships

We are committed to forging partnerships with other denominations, state agencies, organizations and others who share our aims and objectives to strengthen services to society

3.3.4 Integrity

We strive to build a reputation above reproach in all our dealings through truthfulness, sincerity and honesty (Titus 2: 7)

3.3.5 Service

We believe in providing holistic services to people in need

3.3.6 Spiritual Growth

We support every member of the church to grow in faith, knowledge and character

3.3.7 Lay Ministry

We believe in the ministry of laity (1 Pet. 2:9, Rev. 1:6)

3.3.8 Accountability and Transparency

We believe in accountability and transparency in all our dealings with all manner of people.

3.3.9 Non-Partisan

We are a Christian institution without any political affiliation. Our members as individual persons are allowed to join any political party of their choice and thus participate in secular politics but are not allowed to use the resources, brand, image, name or any other thing belonging to the Anglican Church for such activities.

3.3.10 Non-Discriminatory

We shall remain neutral in all our social dealings with all people and all institutions without favour and discrimination.

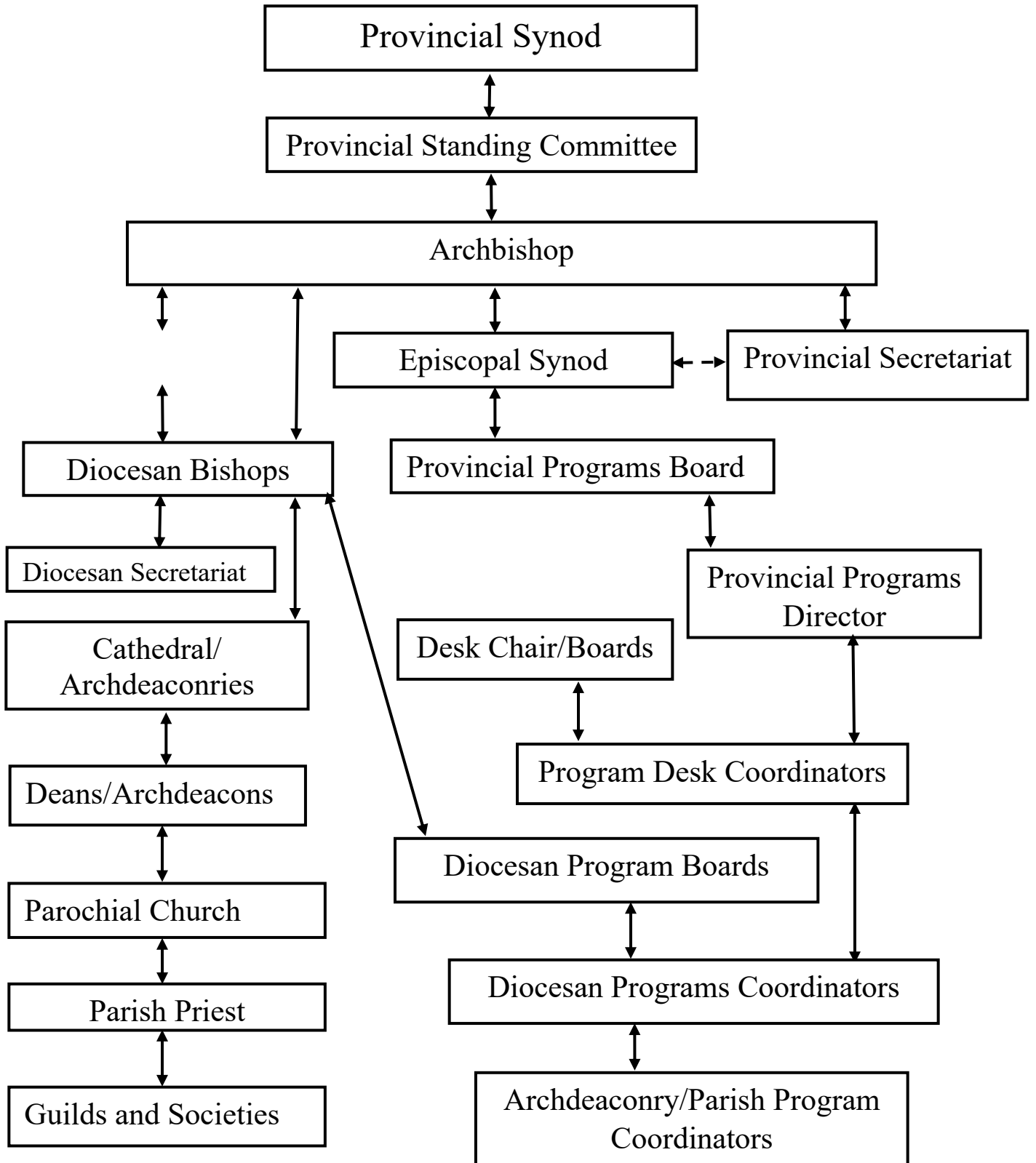
3.3.11 Human Dignity

We affirm the dignity of all people

4.0 THE ORGANOGRAM/ THE STRUCTURE OF THE IpG

The Organogram, which describes the administrative Structure of the IpG, is shown below

Fig. 4.1 Organizational Structure of the Internal Province of Ghana



5.0 SWOT ANALYSIS

For the church to know its current position, it was decided that an assessment be made to determine its current strategic position by doing an Environmental Scan to help understand the broader context in which the church is operating. The SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis derived from the environmental scan was used to identify the internal strengths and weaknesses inherent in the church, and also to determine the extent to which the opportunities and threats, which are external in nature, can be seen as trends and environmental factors that might impact the Internal Province of Ghana. The key issues after conducting the SWOT analysis are presented below.

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Strong tradition and articles of faith 2. An established church with clear governance structure, which has a track record and respected by both the Government and general public. 3. Strong Assets based (Human resource and physical infrastructure) 4. Globally networked 5. Organized and structured liturgy 6. Large following 7. Order of service is accommodating. Thus, it makes room for catholic, charismatic and Pentecostals. 8. Established health and educational facilities 	<ol style="list-style-type: none"> 1. Ineffective coordination within our governance structure 2. Parochialism 3. Insufficient succession plan 4. Inadequate plans for human resource development policies and in general national development agenda 5. No effective national secretariat 6. No proper documentation of church property 7. Poor co-ordination of national activities 8. Poor implementation of ideas, policies and programs 9. Inadequate publicity of church programs 10. Inadequate literature on the history of the church in Ghana 11. Inadequate income generating ventures 12. Financial insecurity 13. Lack of national catechist training school 14. Unclear policies on educational and health institutions 15. Clergy centred attitude of members
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Recognition of the church in national affairs- legal year celebrations 2. Good relationship with government and traditional authorities 3. Large non-Christian population 4. Global network 5. Vibrant media 6. Peaceful and democratic country 	<ol style="list-style-type: none"> 1. Proliferation of new religious movements, neo-prophetic, secular music and fashion 2. Blessing of same-sex marriages in other Provinces. 3. imposition of foreign cultures in the name of human rights 4. Modernity

<ul style="list-style-type: none"> 7. Peaceful co-existence with other religious bodies 8. Freedom of expression 9. Abundant human resource 	<ul style="list-style-type: none"> 5. Government policy on education 6. Power of mass media 7. Terrorism e.g. Boko Haram 8. Secularism, Islam, Illuminati, Free masonry 9. Prosperity/Materialistic Gospel
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6.0 MAJOR GOALS AND GENERAL OBJECTIVES:

The overall purpose of the Internal Province of Ghana are broadly stated here. Under this section there are no indicators for measurement but rather the goals defined here lead to the specific goals and objectives stated under the strategic directions.

6.1 Major Goals:

- Enhance the presence of the Anglican church in every part of the country
- Achieve financial sustainability for the Internal Province of Ghana
- Enhance Pastoral ministry and Christian education

6.2 General Objectives:

- To establish a viable and effective national Anglican secretariat
- To strengthen existing training and educational institutions and create new ones
- To set out a national agenda towards growth
- To foster strong partnerships and to promote ecumenism

7.0 SPECIFIC DIRECTIONS OR THEMATIC AREAS

The strategic plan is organized under the various desks of the Internal Province of Ghana. Based on that eleven strategic directions were established as a framework for the implementation of this Strategic Plan. Contained in each of the strategic directions are specific goals, objectives, strategies, action plans and indicators.

7.1 Strategic Direction #1: Economic Development and Finance

This section deals with the business and or investment activities of the Internal Province of Ghana where it seeks to look for alternative source(s) of income in addition to existing sources of income like tithes, offerings, thanksgiving, annual harvests, etc. Besides, the IpG strategic direction in response to human need/Community development projects is also presented in this section.

Goals:

- Achieve financial self-sufficiency
- Empowerment of communities to live dignified lives

Objective(s):

1. To increase the financial status of the IpG by 50% by strengthening and establishing sustainable and viable commercial and income generating projects and businesses
2. To implement development programmes which are responsive to the needs of disadvantaged people and communities.
3. To mitigate the impact of communicable diseases on families and communities
4. To promote justice, peace, gender equity and civic education
5. To enhance the capacity of implementing officers for effective provision of services.
6. To develop and maintain effective mechanisms for monitoring and evaluation of ministry.
7. To tap the gifts, talents and resources of congregations to be more self-sufficient

Core strategies:

- Conduct situational analysis on the existing assets of the IpG
- Identify and estimate possible income, commercial and investment opportunities
- Identify prospective donors and partners e.g. individuals and corporate bodies
- Undertake needs assessment of various communities
- Define and design projects
- Consult relevant stakeholders
- Formulate framework and policies
- Disseminate policies to all dioceses
- Use prayer and other ways of involving members
- continue to provide stewardship education
- Empower communities to sustain themselves
- Use participatory approaches in all programme development processes.
- Develop proposals which are community based and holistic.
- Advocate for policies to change
- Build collaborations /networks and partnerships
- Mainstream environmental concerns

Action plans – Activities:

- Establish and develop income generating businesses and Schemes (guest houses, conference centres, hostels, filling stations, agro-businesses, credit unions, insurance company, Microfinance schemes, mutual funds, development of farm lands, housing & offices for rentals, transport, private schools, etc.)
- Develop the framework, regulations and standards for the businesses, schemes and projects indicated above.
- Market the businesses
- Intensify biblical teaching on giving
- Establish community development projects in areas such as Agricultural development, Water and sanitation, Environmental degradation and climate Change, combating communicable diseases, human rights and social justice and response to disasters
- Develop concept notes and project proposals
- Support and provide beneficiaries with projects activities
- Facilitate networking with existing stakeholders and develop new linkages within and outside Ghana

- Conduct stakeholders' meetings
- Document and publish experiences and lessons learned
- Create awareness on projects activities at all levels- community, district, regional and national
- Recruit core staff
- Organize orientation workshops for implementing staff
- Select communities for survey
- Conduct lobbying and advocacy activities
- Conduct monitoring and evaluation activities

Success indicators:

- Number of business ventures/ investments and Schemes established and functional
- Number of clients benefiting from our services
- Percentage increase in IpG revenue
- Number of business policies/framework formulated and operational
- Number of community projects established and operational
- Number of proposals approved and funded
- Number of staff trained and available
- Percentage of family's socio-economic status improved
- Percentage reduction of communicable diseases such as malaria, Pneumonia, and HIV related mortality and morbidity among the vulnerable populations at all levels
- Number of communities supported with projects inputs
- The social life of families will improve
- Number of people whose knowledge has increased and attitude changed.

7.2 Strategic Direction #2: Children and Youth Ministry

This strategic direction will create ministry opportunities that meet the holistic development needs of the youth and children in the Internal Province of Ghana so as to enable them find a balance between who they are and how they belong to the larger community as well as connecting them to Jesus Christ and the mission of the Church.

Goal:

- Create an enabling and conducive environment for holistic development of Youth and Children

Objectives

- To meet the spiritual, physical, psychological and social needs of Youth and Children
- To deepen the Anglican faith in youth and children
- To enhance the leadership and entrepreneurial skills of youth and children

Core strategies:

- Develop youth and children policy
- Restructure and harmonize the youth associations of the church
- Strengthen youth groups to attract and draw youth into the church
- Strengthen all facets of music delivery
- Strengthen children service
- Develop uniform content for teaching
- Create programmes to attract and draw children into the church
- Strengthen campus and schools' ministry
- Conduct youth mentorship programmes
- Incorporate capacity building trainings in youth activities
- Harness the individual and collective gifts, potentials and talents.
- Conduct periodic leadership and entrepreneurial formation programmes
- Strengthen the spirituality of youth and children

Action Point(s):

- Establish National Anglican Youth Council (AYC) /Board
- Write/Review national youth and children policy
- Form NUAS in all second cycle and tertiary institutions
- Appoint chaplains to educational institutions
- Organize sporting activities for the youth
- Include leadership and entrepreneurship activities in youth meetings
- Train more teachers for the youth and children ministry
- Develop, adapt and adopt relevant materials for teaching and learning (e.g. Teaching aids, etc)
- Make budgetary provision for youth and children's activities
- Organise youth and children camps, rallies and intensify campus ministries
- Organise extra classes for students at the basic and second cycle levels.
- Train more Sunday School Teachers
- Organise more Bible study and prayer sessions
- Organise musical programmes including choral and gospel rock shows

7.3 Strategic Direction #3: Men and Women Ministry

This strategic direction hinges on activities that are meant to enhance the growth of both men and women towards maturity in Christ and for them to be involved in the mission of God by sharing the gospel with others. It also provides opportunities to encourage both men and women members of the church to face life issues such as marriages within their respective fellowships.

Goal:

- Enhance total well-being of men and women in the church to respond to the love of Jesus Christ

Objectives:

1. To meet the spiritual, physical, psychological and social needs of men and women
2. To deepen the Anglican faith in men and women
3. To enhance the leadership and entrepreneurial skills of men and women

4. To increase the level of attendance and participation of members in the mission of the church

Core strategies:

- Develop structures for men and women ministry
- Harness the individual and collective gifts, potentials and talents.
- Identify and utilise the skills and competencies of men and women for the mission of the church
- Organise seminars, lectures, symposia, Bible teaching, etc. for members to understand and appreciate scriptures and doctrines of the church
- Strengthen men and women associations and guilds
- Create business advisory committees to enhance the economic capacities of members
- Sensitize members to develop good stewardship, accountability, commitment and dedication to the church

- Create a forum for networking.
- Identify gifts and talents for the growth and development of the church
- Create a database of gifts, potential and talents needed and those available at the parish
- Involve guest speakers and resource persons in church programmes

Action points – Activities:

- Develop policy framework for men and women

- Organize recreational and health awareness activities for men and women
- Develop modules and manuals for the delivery of Bible studies, lectures, retreats, seminars, symposia and workshops on the scriptures and doctrine of the church
- Train members for effective counselling, moral and social support as well as spiritual growth
- Organize leadership seminars for men and women at diocesan and national levels
- Organise biennial conferences for men and women at the national level
- Organise entrepreneurship programmes for men and women
- Organise health walks, sporting and outdoor activities for men and women
- Mainstream responsible Christian parenting in pre and post marital counselling

7.4 Strategic Direction #4: Mission and Evangelism

Bearing in mind the Anglican Communion’s understanding of mission as God’s activity through the Church in the establishment of His Kingdom, this section of the strategic plan seeks to stimulate the clergy and laity of the IpG to commit themselves to more action to some aspects of the Five Marks of Mission. This is to ensure that evangelism in the Church resonates with the views of Anglican Consultative Council in 1984 &1994 especially those that urge the church: “To proclaim the Good News of the Kingdom” and “to teach, baptize, and nurture new believers”

Goal:

- Increase numerical and spiritual growth of the Anglican Church in Ghana

Objectives:

1. To enhance the evangelistic ministry of the church
2. To strengthen the sense and practice of outreach among members of the church
3. To empower Para-church organizations for ministry to unreached areas

Core strategies:

- Identify needs for capacity building for mission and evangelism
- Mobilise resources for mission and evangelism
- Use St. Nicholas Seminary to support mission and evangelism initiatives of the province
- Identify opportunities for evangelism
- Make budgetary provision for evangelism at all levels
- Encourage inter and intra diocesan collaboration in evangelistic activities
- Develop a plan for church planting

Action points

- Develop evangelism and mission policy framework
- Train and equip church members in the use of effective evangelism strategies
- Procure equipment and appropriate technology for evangelism (vans, public address systems, etc)
- Develop modules and other materials for evangelism and discipleship
- Develop programmes for the training of evangelists and evangelism teams
- Organize evangelism
- Establish evangelism teams at all levels

Each Church, parish and deanery will set up an evangelism committee to raise awareness and to implement the above objectives

Success indicators:

- Number of functional Evangelism teams
- Budget allocated and spent on evangelism
- Number of Evangelists trained and commissioned
- Number of evangelism equipment procured
- Number of programmes held
- Number of new converts baptised and confirmed
- Number of new parishes and Dioceses created

7.5 Strategic Direction #5: Health

The purpose of this section is to ensure that the church continues to promote the healing ministry of Jesus Christ by improving the health status of people. The church's engagement in promoting healthcare and healing is essential to the mission of the church and its participation in God's mission of transforming the world. Occupational safety and health programmes that seeks to foster safe and healthy work environment are presented.

Goal:

- To offer quality health services and safety practices to the people of Ghana

Objective(s):

1. To develop health and safety policy and guidelines for the Province
2. To increase health delivery facilities and improve on the existing ones
3. To establish National Anglican Health Service Secretariat
4. To improve the performance of Anglican Health Institutions

Core strategies:

- Facilitate the formation of Anglican Health Professionals Association (A.H.P.A.)
- Establish chaplaincies in the health facilities
- Plan, coordinate and train health professionals to contribute towards the achievement of targeted national health outcomes
- Raise the level of awareness on health-related issues in the parishes
- mainstream health related activities and best practices in all church programmes and activities
- Establish sick bays, first aid and emergency health care capabilities in churches, conference venues, camps and other residential programmes
- Provide leadership in the acquisition and pooling of equipment and other resources in the health facilities (modern technology) (duplicate this in all desks)
- Build active partnerships for health development
- Motivate the Health Professional Guild (HPG) to be very active

Action points

- Organize mobile clinics and outreach programmes in the Province
- Identify partners for health development
- Constitute health and safety committee at all levels
- Establish more health facilities
- Involve NUAS in health-related educational institutions in health-related activities
- Constitute functional national health desk
- Create educational endowment fund to support health education and training
- Observe relevant global health and safety days
- Organize periodic health awareness programmes

Success indicators:

- Number of health facilities established and functional
- Number of health-related programs organized
- Number of parishes with sick bays opened
- Number of members of HPG
- Endowment fund instituted
- Number of health awareness programmes organized
- Health and safety committees constituted and functional
- Reduction in the number reported communicable and non-communicable diseases in our health facilities

7.6 Strategic Direction #6: Human Resource Development and Education

This strategic direction deals with training and development of the employees of the Internal Province of Ghana as well as providing opportunities for refresher trainings for the acquisition of new skills to enhance the work of the Church and the nation at large. Also, the activities put in place to establish new Institutions and expand existing ones are expressed here.

Goals:

- Contribute to human resource development through educational and other training institutions at all levels in all sectors
- Develop and implement a policy for a holistic human resource development

Objectives:

1. To increase and develop relevant professionals for the province
2. To increase and develop effective leaders for church ministry
3. To establish more training and educational institutions
4. To strengthen the management and ownership of Anglican institutions

Core strategies:

- Strengthen the existing Anglican institutions
- Develop a system to coordinate all Anglican institutions in the country
- Develop a system of getting Anglicans to manage Anglican institutions at all levels
- Establish a system of integrating St Nicholas Seminary and ANGUTECH
- Reposition St. Nicholas Theological Seminary as a Human Resource Training Centre besides training of priests
- Establish a system of coordinating all professional guilds and associations
- Develop a system of supporting Anglican children and youth in education
- Sensitize professionals to avail themselves to the church
- Dialogue with government on management of church/mission schools
- Develop a plan to fill vacancies in educational institutions
- Advocate for chaplaincy positions with State service organizations and other related bodies
- Document existing land and acquire new lands for educational infrastructure development
- Develop a system to generate funding for institutional infrastructure
- Develop a plan for establishing more educational institutions to augment national efforts
- Develop leadership programmes that equip existing and future leaders in their respective roles
- Develop a policy framework for all Anglican educational institutions

Action plans – Activities

- Undertake fundraising activities to solicit funds within and from external partners for human resource development
- House of Bishops to undertake periodic dialogue meetings with government in respect of our educational institutions
- Create database of members in tertiary institutions and alumni
- Establish and strengthen existing educational endowment fund

- Establish scholarship scheme for Anglicans
- Identify and train potential church members to occupy various positions
- Establish a national ministerial training fund
- Support institutions with training materials
- Establish more educational institutions at all levels
- Appoint coordinators for the appropriate positions at the national secretariat
- Establish guilds and professional associations in the church
- Develop a policy for the guilds
- Motivate Anglicans to patronize St Nicholas Seminary and ANGUTECH
- Provide programmes at St Nicholas Seminary and ANGUTECH to meet the human resource needs of the church
- Establish a national clergy remuneration and retirement fund

Success indicators:

- Number of Anglican educational institutions identified and categorized
- Increase in percentage of organizations and institutions with Chaplains
- Increase in number of organizations and institutions managed by Anglicans
- Number of capacity building activities undertaken
- Number of trainees being supported financially in a year
- Number of clergy and laity trained per year
- Number of new programs developed and available at St. Nicholas and ANGUTECH

7.7 Strategic Direction #7: Liturgy and Sacraments

The liturgy is at the heart of the life of the Church. In this regard, this section focuses on the worship life of the Church and how members celebrate their faith. Here, members will engage with some activities that will enable all members to receive and respond more appropriately to the ‘outward and inward signs’ instituted by Christ to give all members the grace to live as Christians and to participate in the mission of the Church to bring Good News to all people.

Goals:

- Develop a standardised liturgy that is dynamic across the province
- Contextualize various Ghanaian Traditional beliefs and practices to cater for diversity within the province

Objective(s):

1. To develop a dynamic, vibrant and contemporary liturgy that enhances worship experience in the province
2. To harmonize traditional and Christian rites and practices
3. To strengthen congregations to effectively engage in and value individual and corporate prayers and fellowship
4. To enhance and enrich worship experiences through special services, events, occasions and musical programmes

Core strategies:

- Constitute a functional national doctrine and theological desk
- Undertake stakeholder's consultation on liturgy
- Harmonize Christian and acceptable traditional rites and practices
- Develop a liturgical music that meets the contemporary needs of the church
- Collate, examine and review existing liturgies in use
- Sensitize congregation to the need for a national liturgy
- Create opportunities for congregation to engage in individual and corporate prayers and fellowship

Action plans – Activities:

- Sensitize interest groups to the various aspects of the liturgy
- Develop a common Bible study manual for the province
- Develop modules and manuals for the delivery of Bible studies, lectures, retreats, seminars, symposia and workshops on the scriptures and doctrine of the church
-
- Collate and examine both primary and secondary sources on various customary practices
- Document existing Christian best practices
- Adapt traditional rites acceptable to our way of worship
- Develop a national liturgy
- Collate information on liturgy through stakeholder consultations
- Sensitize stakeholders to various aspects of formulated rites
- Launch and use national liturgy and formulated rites
- Produce prayer diaries, almanac and lectionaries
- Organize prayer meetings, special services such as revivals and retreats
- Set up and inaugurate national liturgical desk

Success indicators:

- Number of Dioceses/Parishes using Standard Liturgy
- Number of Prayer Diaries, almanac and lectionaries distributed and are in use
- Acceptable traditional and Christian rites harmonized
- Number of prayer sessions and special programmes held per period
- Functional liturgical desk in place

7.8 Strategic Direction #8: Corporate Affairs and Communications

This strategic direction is responsible for the formulation and implementation of communication and advocacy strategies to increase awareness and knowledge and facilitate more understanding of the Internal Province of Ghana. It seeks to convey information about the IpG through Information Communication Technology (ICT) to enhance the national identity of the Anglican Church.

Goal:

- Strengthen the national identity of the Anglican Church in Ghana

Objectives:

1. To provide relevant, authentic and effective message to the public
2. To promote a national identity of the Anglican Church in Ghana
3. To provide an official mouth piece for the Anglican Church in Ghana
4. To enhance state and church relationship
5. To promote evangelism through social, electronic and print media
6. To enhance the use of technology to support ministry

Core strategies:

- Lobby for state recognition
- Develop a system to communicate the Anglican position on topical issues
- Develop radio and television ministries
- Develop web and social media presence
- Have proactive voice on relevant national and international issues
- Develop a system for the promotion of national identity of the Anglican church
- Develop a functional archival system for the national church

Action plans – Activities:

- Develop communication policy
- Set up a corporate communications department at all levels
- Create functional web portal at all levels
- Create an authoritative social presence via social media
- Identify, train and orient church members for media relations
- Keep web content current by regular update and maintenance of domain and sub-domains by the various Dioceses
- Disseminate timely information to and coordinate programmes among the Dioceses
- Facilitate updating of the Anglican Church of Ghana content in the Anglican Communion Website
- Facilitate the use of common branding for all Anglican Churches in Ghana
- Establish an Anglican Radio/television station in Ghana
- Purchase airtime for media interaction
- Appoint communication officers at all levels
- Conduct periodic surveys
- Create brand manual framework
- Develop national clergy directorate
- Publish almanac, magazines, calendars, etc.

Success indicators:

- Number of parishes with communication officers
- Number of social media platforms developed
- Number of individual comments (feedback) on the various platforms
- Number of state functions attended by official representation of the church
- Number of evangelistic activities carried out through social media

- Communication policy document available and in use
- Web portal available and updated regularly
- Number of periodic newsletters published at all levels
- New branded signage and letterhead in use
- Anglican radio or television station established and in use

7.9 Strategic Direction #9: Emergency and Humanitarian Intervention

The emergency intervention unit of the IpG is responsible for educating the public on disaster preparedness and management as well as providing emergency aid to those affected by natural disasters. This unit is also responsible for developing conflict management techniques to prevent conflict where possible and to resolve conflict where it does occur in any part of the country.

Goal:

- Reduce the suffering of victims of disaster

Objectives:

1. To sensitize communities and parishes on disaster preparedness and management
2. To build capacity to deliver, support and plan emergency relief activities

Core strategies:

- Develop framework and guidelines for humanitarian and charity work in the country
- Sensitize, assist, direct and advice parishes in any charity/humanitarian activity and early warning systems
- Identify potential and existing charity and humanitarian projects
- Identify existing capabilities for humanitarian intervention
- Liaise with other relief agencies and NGOs for humanitarian interventions
- Identify and document possible areas requiring intervention
- Explore fundraising opportunities to support interventions
- Establish disaster structures at all levels

Action plans – Activities:

- Develop policy for humanitarian intervention
- Appeal to benevolent individuals, companies or organizations for humanitarian support
- Collaborate with NGOs and government for relief interventions
- Purchase and distribute relief items
- Undertake awareness campaign activities
- Make budgetary provisions for humanitarian interventions
- Establish disaster response committees at all levels

Success indicators:

- Number of humanitarian activities undertaken
- Number of parishes/dioceses embarking on such activities
- Number of disaster victims supported

7.10 Strategic Direction #10: Church History, Inter-faith and Ecumenism

This strategic direction seeks to encourage members to study and write the history of the Anglican Faith and to promote the management and use of records and archives. Additionally, it will carry out activities that will promote cooperative and positive interaction between people of other religious faith and other Christian denominations on things of common interest. Inter-faith dialogue to combat terrorism and violence for a peaceful co-existence and a peaceful society is also central to this strategic direction.

Goals:

- Have up-to-date historical records of the church
- Foster inter-faith dialogue and ecumenical relations

Objective(s):

1. To research into and document church history
2. To promote effective ecumenical relations
3. To enhance effective inter-faith dialogue

Core strategies:

- To collaborate with Corporate Affairs Desk to foster relationship with other faiths and denominations
- Encourage the reading of the history of the Anglican Church in Ghana by placing them in libraries and making them available in Anglican institutions and the web portal
- Motivate competent Anglicans to write on the history of the church
- Be active in the affairs Christian Council of Ghana
- Continue to participate in Local Council of Churches (LCC) activities in order to foster ecumenism
- Strengthen Anglican studies at St. Nicholas Seminary
- Develop reading material /content on Anglicanism aimed at Anglican youth
- Encourage and request Dioceses and parishes to make available their history

Action plans – Activities:

- Identify potential writers
- Source funding to support the writing of the Anglican History
- Celebrate Philip Quaque day (17th October) as a national event
- Include teaching of Anglican history in church activities
- Organize symposia and debate on Anglicanism
- Participate in Christian Council of Ghana activities
- Participate in Local Council of Churches (L.C.C.) activities
- Document and publicize history of Dioceses and Parishes
- Encourage Anglicans in second cycle and tertiary institutions to observe Anglican Week Celebration
- Encourage parishioners to fully participate in Anglican Week Celebrations
- Provide platform for inter-faith recreational activities
- Hold periodic inter-faith consultative meetings at all levels

Success indicators:

- Number of Anglicans supporting the church history project
- Number of programs based on Anglicanism and the history organized
- Increased knowledge in Anglican history
- Number of church history books and articles launched
- Number of inter-faith consultative meetings held

7.11 Strategic Direction#11: International Relations and Foreign Chaplaincy

This strategic direction deals with our relationship with the International community and our partners in mission in the area of networking to deal with awkward situations that effects our existence and to share our limited human resources where their services are needed.

Goals:

- Contribute to building relationships with foreign partners and finding viable solutions to global challenges

Objectives:

5. To support foreign partners in their chaplaincy ministry
6. To enhance International relations

Strategies

- Develop International relation and foreign chaplaincy policy
- Identify needs for capacity building for International relation and foreign chaplaincy ministry
- Mobilise resources for International relations activities
- Make budgetary provision for International relations activities at national level
- Identify opportunities for Intentional relations
- Strengthen local chaplaincy ministry
- Identify prospective foreign chaplaincy partners.
- Consult relevant national stakeholders
- Establish connections with the key actors in international relations such as states, intergovernmental organizations, non-governmental organizations, transnational corporations, global civil society, and individuals
- Develop mechanism to share resources with partners
- Develop a national Chaplains training plan
- Provide support and resources to partners
- Demonstrating sensitivity to the needs and requirements of foreign partners

Action plans – Activities:

- Develop International relations and foreign chaplaincy policy framework
- Have proactive voice on relevant international issues
- Identify, train and orient clergy for foreign chaplaincy
- Appoint international relations officer at the national

- Advocacy against International terrorism, war/conflicts, climate change, human rights abuse and other issues
- Participate in International forums
- Develop a system to properly coordinate international issues
- Sensitize Anglicans on these important issues
- Organize the formation of a Board
- Develop Memorandum of Understanding with foreign partners on chaplaincy
- Build the capacities of relevant IpG members to understand the concepts of international relations and its approaches

Indicators

- Number of chaplains working outside Ghana
- Budget allocated and spent on International relations
- Number of chaplains trained for foreign mission.
- Number of Anglicans trained for International relations
- Number of International issues raise
- International relations and foreign chaplaincy board s constituted and functional
- Demonstrated knowledge and understanding in international relations issues

8.0 FINANCIAL RESOURCE MOBILIZATION PLAN

In order to achieve the strategic goals and objectives of this strategic plan, the issue of financial resources is indispensable. Funding is required by all the strategic directions or departments to implement the activities in them. To this end, it is intended that a yearly budget on the prioritized activities will always be put in place rather than creating a five-year budget that may become redundant due to inflation and other economic factors.

The strategic plan will employ results-oriented strategies to raise the money needed to carry out each year's activities or projects. The two main areas identified to generate revenue are internal and external sources.

The internal source strategies include:

- Tithing, Annual harvest, Pledges and collections/offerings
- Creating endowment funds
- Floating of shares on projects
- Establish income generating projects-Hotels, Retreat centres, Farms, Livestock, Guest houses, filling stations, transportation, conference centres, etc
- Create tourism businesses
- Percentage Assessment of Diocesan local Revenues
- Auditing of Dioceses
- Valuation of Diocesan assets
- Establish Investment Fund
- Organisation of concerts, gospel rock shows, Dinner nights
- Sale of souvenirs

- Donations and appeals
- Levy every member of the church
- Establish contact with a mobile network for fundraising (through text messages)
- Establish an insurance company
- Invest with financial institutions e.g. stock exchange, Treasury bills, etc
- Establish credit unions, micro-finance and water bottling company

To augment the IpG efforts to raise funds among her members, proposals to Partners, Donors and Government would be the other fundraising strategies.

It is hoped that the fundraising strategies presented would enable the IpG to target its efforts effectively. Under the economic development and finance department, a fundraising and budget committee shall be created to raise the needed funds for the IpG and to prepare the revenue and expenditure projections. Periodic internal auditing and annual external auditing shall always be conducted to improve the financial operations of the Church and to facilitate the achievement of objectives.

9.0 MONITORING AND EVALUATION (M+E)

This strategic plan does not intend to provide a logical results framework of monitoring and evaluation that identifies appropriate key indicators. Rather, it describes how the monitoring and evaluation would be done. One reason for this is that some of the outcome indicators have already been provided in each of the strategic directions. These Indicators are designed to partially measure changes either quantitatively or qualitatively over the five years period of this plan. Hence, it is expected that the indicators will point to the direction of change, either positively, or negatively.

The strategic plan has conducted a preliminary baseline survey of nine Dioceses out of eleven. The results from the base line provides the reference point in terms of quantity and quality against which targets can be measured. Additionally, the results are to be used to establish the status quos and will be developed into a Monitoring and Evaluation framework.

A participatory monitoring and evaluation system has been developed to enable each stakeholder in this strategic plan to have a clearly-defined role and take part in the processes that have been outlined. Regular monitoring and documentation of strategic plan activities will be conducted throughout the five years implementation period. It shall involve all the key stakeholders at all levels: Parish, Archdeaconry, and Diocesan and National levels. The monitoring shall also be the responsibility of the various coordinators. In addition, each desk shall constitute a monitoring and evaluation team to periodically assess the performance of each desk. Regular reports from the various desks to the IpG Synods and Standing Committee meetings will be used to assess the situation within each strategic direction. Besides, Coordinators are to ensure that timely reports are submitted to the National Secretariat of the Internal Province of Ghana.

The evaluation of the strategic plan outcomes will be conducted at the mid-way point and at the end of the strategic phase. The mid-way evaluation is important in the sense that it would be used to track progress towards the intended results. The evaluation will also be done at all levels.

However, the focus will be at the Diocesan and at national levels. After the evaluation, this strategic plan would be reviewed to provide a new sense of direction for the subsequent five years.

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