

# STRATEGIC FOCUS 2020-2025



SEVENTH-DAY ADVENTIST CHURCH  
NORTHERN GHANA UNION CONFERENCE





# 2022-2025 STRATEGIC PLAN

SEVENTH-DAY  
ADVENTIST CHURCH  
NORTHERN GHANA UNION CONFERENCE





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# ABBREVIATIONS

**ADRA**—Adventist Development and Relief Agency

**AWR**—Adventist World Radio

**BMTE**—Board of Ministerial and Theological Education

**FB**—Fundamental Belief

**NOGH**-- North Ghana Union Conference

**ASCG** – Ashanti Central Ghana Conference

**ASSG** – Ashanti South Ghana Conference

**GVGC** – Green View Ghana Conference

CGHC – Central Ghana Conference

NGM – North Ghana Mission

UEGM – Upper East Ghana Mission

**GC**—General Conference

**IBMTE**—International Board of Ministerial and Theological Education

**KPI**—Key Performance Indicator

**TMI**—Total Member Involvement

**UNION**- North Ghana Union Conference

MIDGC – Mid-Central Ghana Conference

MING – Mid-North Ghana Conference

MWGC – Mid-West Ghana Conference

MVGC – Mountain View Ghana Conference

SCGC – South-Central Ghana Conference



# INTRODUCTION

*I Will Go* involves all church members in reaching the world, inspiring and equipping them to use their God-given spiritual gifts in witness and service for Christ.

**“The home missionary work will be farther advanced in every way when a more liberal, self-denying, self-sacrificing spirit is manifested for the prosperity of foreign missions; for the prosperity of the home largely, under God, upon the reflex influence of the evangelical work done in countries afar off. It is in working actively to supply the necessities of the cause of God that we bring our souls in touch with the Source of all power.”**

—Ellen G. White, *Testimonies for the Church*  
6:2



# ACKNOWLEDGEMENT

This Document in your hands is the work of many dedicated people who spend their time and energies to make sure that it sees the light of day. We in the Strategic Planning Department, on behalf of the NOGH Administration, express our heartfelt appreciation to these individuals: Pastor (Dr) Kwame Annor Boahen, Pastor (Dr) Dickson Osafo Marfo, Elder Osei Amo Mensah, Mrs. Vida Gyasi, Pastor Fred Adjei-Baah, and Pastor Amoh James. May the Almighty God bless your dedication and commitment toward the production of this strategic plan document.



## PRESIDENT'S MESSAGE



The "I Will Go" theme is a corresponding response to the everlasting command of the Savior's call to make disciples. The call to make disciples is more than just the proclamation of the gospel. Therefore, the command to go demands a cooperative response. In this direction, the Lord has provided the Holy Spirit "...to equip the saints for the work of ministry, for building up the body of Christ...(and) when each part is working properly, makes the body grow so that it builds itself up in love. (Eph. 4:12, 16 ESV). Everybody is included in this task of growing the Lord's Church. We may not offer the same effort to support the growth but whatever task you may perform is deemed necessary. Hark! The voice of Jesus calling, "Who will go and work today?" "If you cannot preach like Paul, You can tell the love of Jesus." With your prayers and with your bounties, You can do what heaven demands." (Daniel March, SDAH 359)

Every member has a special role to play in order to make our vision to double our membership in this quinquennium a reality. You are tasked to win or offer your assistance in whatever form possible to win a soul. Sometimes we may be thinking about our human frailty and how it appears almost impossible depending on our own strength to win souls. Of course, the work of soul-winning is not all human adventure. The Lord wants you to avail yourself to respond to the call to go and make disciples in His name. Just be obedient and respond to His calling, "Whom shall I send, and who will go for us?" Then I said, "Here I am! Send me." (Isa. 6:8 ESV). In our context it looks appropriate to add "and I will go." Therefore, "Here I am! Send me" and "I will Go." Let us all respond in unison just as Prophet Isaiah did, "Here I am! Send Me."

The Lord promised to offer the needed impetus to all who are willing to go and do His bidding, when He said, "All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations..." (Matt. 28:18-19 ESV). "But you will receive power when the Holy Spirit has come upon you, and you will be my witnesses

... to the end of the earth." (Acts 1:8 ESV). For all that the Lord has done for our salvation, and the provision He has made for soul-winning, we have no excuse but to respond to His calling, without it we have no business with the Lord.

For us in the Northern Ghana Union Conference, our response is simple, "I Will Go," "Mε Kɔ" "Mεε Lao" "Ma Wa Senje," "Mna Ken-Kussal," "Nna Gaang," "Nin Chag," "Zan Tafi" ("Na Je")

Hark! the voice of Jesus calling,  
"Who will go and work today?  
Fields are white, the harvests waiting;  
Who will bear the sheaves away?"  
Loud and long the Master calleth;  
Rich reward He offers free.  
Who will answer, gladly saying,  
"Here am I, O Lord, send me"?  
(Daniel March, SDAH 359)

By: Pastor (Dr.) Annor Boahen





# Strategic Demographic Position of Northern Ghana Union Conference

The Northern Ghana Union was reorganized from the Ghana Union Conference as a Union Mission on February 14, 2013, with three Conferences and a Mission and with a membership of 155,051. The Mission grew from Four (4) to Ten (10) Fields by 2015. ONE additional field, Upper East Mission was carved from North Ghana Mission bringing the number of Fields to Eleven (11) as of July 2021. The growth was sustained and propelled to a height that made it achieve Conference

Status on October 10, 2021. The Union's current membership stood at 208,950 as of the third quarter of 2022. The union covers a total land surface area of **94,773** km<sup>2</sup> with a population of 14,253,099 according to the 2021 population census. The demographic distribution of the Fields is as follows:



# DEMOGRAPHIC DISTRIBUTION OF THE FIELDS

Code	Field Size (km <sup>2</sup> )	Population	Date of Creation	Initial membership	No. of Districts	No. of Churches	No. of Companies	Church Membership	No of Pastors	Pastor/Member Ratio
<b>NOGH</b>	<b>94,773</b>	<b>14,253,099</b>	<b>2013</b>	<b>155,051</b>	<b>242</b>	<b>1,075</b>	<b>1,126</b>	<b>208,950</b>	<b>296</b>	<b>1/681</b>
ASCG		638,036	2014	7413	17	81	41	20,356	29	1/702
ASSG		1,467,483	2015	19,694	30	180	187	31,097	35	1/888
CGHC		696,562	1970	15,448	22	104	125	20,910	30	1/627
MICG		-----	2015	17,647	22	85	50	23,130	27	1/857
MVGH		636,160	2015	21,000	27	130	85	32,631	37	1/882
SCGC		1,301,629	1997	17000	28	108	127	22,212	35	1/635
GRVG	<b>5,193</b>	564,668	2014	6864	17	100	107	8,328	17	1/490
MING	23,248	1,203,400	2015	21,000	31	141	133	24,532	34	1/721
MWGM	11,113	1,208,649	1985	15000	26	120	133	18,551	29	1/640
NGHM	70,384	3,633,151		4110	15	18	84	4,490	15	1/374
UEGM	8,842	1,301,226	2021	2,054	7	4	41	2,181	7	1/312
UWAF	18,476	901,502	2018	450	3	5	10	540	4	1/135

# DEMOGRAPHIC POSITION FOR ALL THE FIELDS

**ASHANTI CENTRAL GHANA CONFERENCE (ASCG)** was created in 2014 with an initial membership of 7413. The conference is located in the ASHANTI Region. With a total Land Surface Area is 24389km<sup>2</sup> and a population of 5,440,463 according to the 2021 Census. The major economic activity of the people in the territory is TRADING. The Conference has Strategic Plan but is yet to be reviewed to be in line with the "I Will Go" theme. No district nor church has a Strategic Plan.

**ASHANTI SOUTH GHANA CONFERENCE (ASSG)** was created on 7th Jan 2015 with an initial membership of 19,694. The headquarters of the Conference is located in Bekwai in the Ashanti Region. With a total Land Surface Area of 4,678.9km<sup>2</sup>, the area has a population of 1,779.236, according to the 2021 Census. Farming, Trading, and Mining are the major economic activity of the area. The Conference has no Strategic Plan, but Eight (8) Districts and Thirty (30) Churches have.

**GREEN VIEW GHANA CONFERENCE (GVGC)** was created in 2014 with an initial membership of 6,864. The conference is located in the AHAFO Region. With a total Land Surface Area is 5,193km<sup>2</sup> and a population of 564,668 according to the 2021 Census. The major economic activity of the people in the territory is COCOA FARMING. **The Conference does not have any Strategic Plan Document. Yet, all Seventeen (17) Districts have workable Strategic Plans.**

**MOUNTAIN VIEW GHANA CONFERENCE (MVGC)** was Created in 2015 with an initial membership of 21,000. The Conference headquarters is located at Agona in the Ashanti Region. The area has a land surface measuring 611.2km<sup>2</sup> with a population of 636,160 according to the 2021 Census. The major economic activities are farming and trading. **The Conference has prepared Strategic Plan Document for 2020-2025. But none of the Districts nor Churches have prepared a Strategic Plan document.**

**MID-CENTRAL GHANA CONFERENCE** was Created in 2015 with an initial membership of 17,647. The Conference headquarters is located at Kumasi in the

ASHANTI Region. The area has a land surface measuring .....km<sup>2</sup> with a population of ..... according to the 2021 Census. The major economic activity is Farming/Entrepreneurship. Neither the Conference nor the Districts/Churches have Strategic Plan Documents.

**MID-WEST GHANA CONFERENCE** was Created in 1985 with an initial membership of 15000. The Conference headquarters is located at Sunyani in the Bono Region. The area has a land surface measuring 11,481km<sup>2</sup> with a population of 1,208,649 according to the 2021 Census. The major economic activity is farming. Neither the Conference nor the churches have Strategic Plan Documents for 2020-2025. Only one District has prepared and worked with a Strategic Plan document.

**MID-NORTH GHANA CONFERENCE** was Created In 2015 with an initial membership of ..... The Conference headquarters is located at FORIKROM near TECHIMAN in the Bono East Region. The area has a land surface measuring 19,066 km<sup>2</sup> with a population of 24,899 according to the 2021 Census. The major economic activity is farming and fishing. Neither the Conference nor the District/ Churches have a Strategic Plan.

**SOUTH-CENTRAL GHANA CONFERENCE** was created on July 2015 with an initial membership of 17,139. The headquarters of the Conference is located in Kumasi in the Ashanti Region. With a total Land Surface Area of 24,389km<sup>2</sup>, the area has a population of 5,440,463 (?), according to the 2021 Census. Trading is the major economic activity of the area. The Conference, Five District and Eight Churches have Strategic Plans.

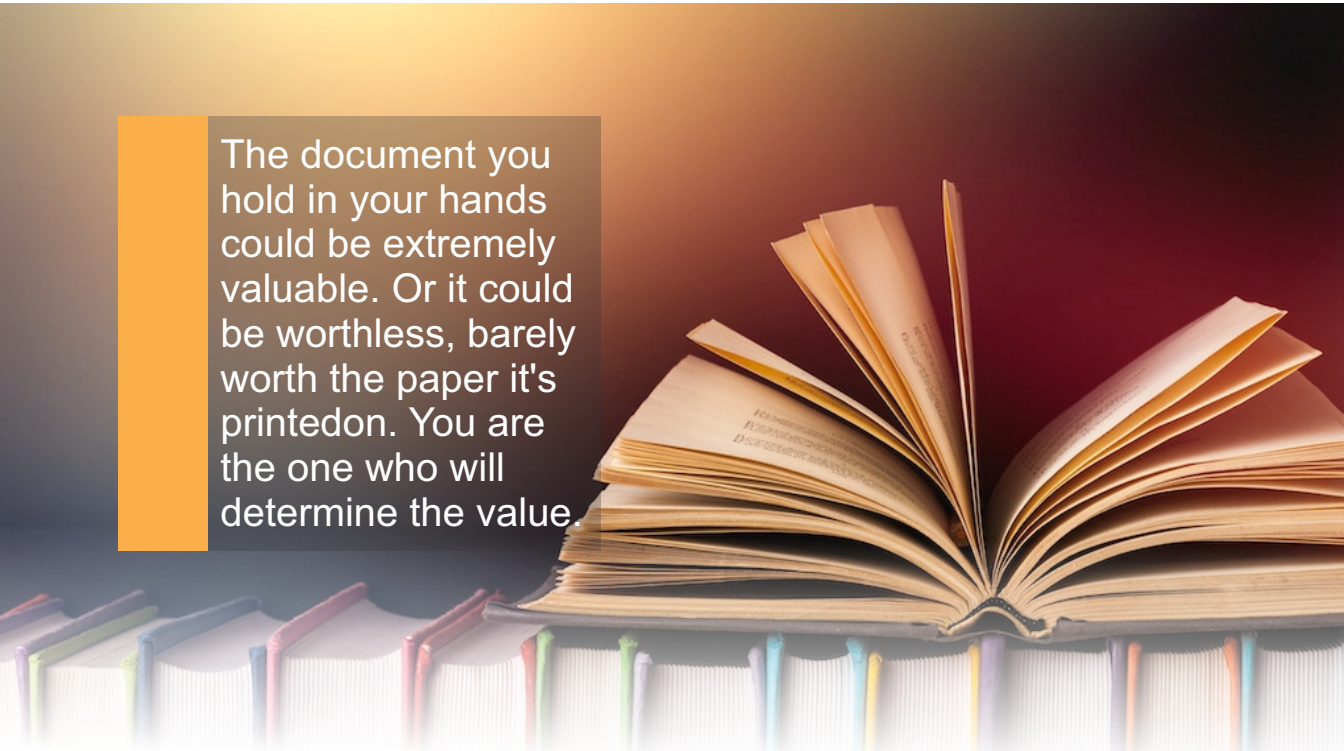
**UPPER EAST GHANA MISSION** was created in 2018 with an initial membership of 2054. The headquarters is located in Bolgatanga. in the Upper East Region. With a total Land Surface Area of 8,842km<sup>2</sup>, the area has a population of 1,301,221, according to the 2021 Census. FARMING, SMOCK WEAVING AND PETTY TRADING are the major economic activities of the area. The Field has a workable Strategic Plan.

**NORTH GHANA MISSION** was created in 1968 and had an initial membership of 11,217. The headquarters is located in Tamale. in the Northern Region. With a total Land Surface Area of 25,448km<sup>2</sup>, the area has a population of 3,573,949, according to the 2021 Census. FARMING AND TRADING are the major economic activities of the area. The Field has no workable Strategic Plan.

UPPER WEST ADMINISTRATIVE UNIT was created in 2018 with an initial membership

of 1000. The headquarters is located in Wa, in the Upper West Region. With a total Land Surface Area of 18,476 km<sup>2</sup>, with a population of 901,502, according to the 2021 Census. FARMING AND SMOCK WEAVING are the major economic activities of the area. The Field has no workable Strategic Plan.

**CENTRAL GHANA CONFERENCE** was created in 1970 and had an initial membership of 15,448. The headquarters is located in Kwadaso, Kumasi in the Ashanti Region. With a total Land Surface Area of .....km<sup>2</sup>, and a population of 696,562, according to the 2021 Census. FARMING is the major economic activity of the area. The Conference, Four (4) Districts, and Ten (10) Churches have workable Strategic Plans.



The document you hold in your hands could be extremely valuable. Or it could be worthless, barely worth the paper it's printed on. You are the one who will determine the value.

As a continuation of the Reach the World strategic plan, the I Will Go initiative offers something for the whole church—local churches, missions, conferences, unions, divisions, the General Conference, and Institutions. It's a tool to help the Church be more focused and effective in performing critical tasks.

This strategic plan is rooted in the Great Commission found in Matthew 28, which calls Jesus' followers to go and make disciples of all nations. The details of the plan reflect data collected from Adventist members through several research studies. This information identifies areas that can help us, as Seventh-day Adventists, grow spiritually and become more effective in our mission to the world.

The lists in the I Will Go strategic plan may seem daunting at first, but please use this booklet as a workbook:

**1. Prayerfully read the main objectives.**



**2. Consider the Key Performance Indicators (KPIs). Who is responsible for each outcome? Whether you are a local church member or a church employee, all have a role to play. Which KPIs relate directly to you and your situation? What can you and others in your sphere of influence do to help reach these KPIs?**

This document is more than a strategic plan. It's a mission-focused tool based on real data and the Great Commission. Its value will be determined as the Church works together as a worldwide team of brothers and sisters, under the power of the Holy Spirit.



# MISSION STATEMENT OF THE SEVENTH-DAY ADVENTIST CHURCH

## OUR MISSION

Make disciples of Jesus Christ who live as His loving witnesses and proclaim to all people the everlasting gospel of the Three Angels' Messages in preparation for His soon return (Matt 28:18-20, Acts 1:8, Rev 14:6-12).

## OUR VISION

Guided by the Bible and the Holy Spirit Seventh-day Adventists pursue this mission through Christ-like living, communicating, discipling, teaching, healing, and serving.

## OUR METHOD

In harmony with Bible revelation, Seventh-day Adventists see as the climax of God's plan the restoration of all His creation to full harmony with His perfect will and righteousness

# THE STRATEGIC OBJECTIVE: DEPARTMENTAL FOCUS

The “I Will Go” initiative is a tool to help the Church be more focused and effective in performing critical tasks of the Great Commission found in Matthew 28 as embedded in the Three Angels Message of Rev. 14. The focus of each strategy as captured by each Department is summarized as follows:



## **Personal Ministries Department**

Increased number of members participating in both personal and public evangelistic outreach initiatives with a goal of Total Member Involvement (TMI). A worshipping group is established in each Field esp. in the North where there currently is no or little Seventh-day Adventist presence



## **Public Campus Ministries**

Chaplains in close cooperation, with NOGH Education, Children's Ministries, Health Ministries, and Youth Ministries will produce and promote resources for Adventist children, teenagers, and youth attending both Adventist and other educational institutions that are not part of the church educational system.



## **Secretariat**

Prioritizing all secretariat functions according to mission impact. Encouraging Secretariat staff in each Conference to participate in our mission to reach the unreached. Improved retention rates of audited membership in NOGH





### **Global Mission/Adventist Muslims Relations**

Increased proportion of volunteers and Global Mission pioneers serving in the northern region, and among unreached people groups. Each District Two Muslim Converts

At least one Center of Influence operates in each urban area or district capital aiming to reach Muslims



### **Ministerial Association**

Fields and institutional workers taking their spiritual life and that of their families as a matter of high priority. Increase ministers in the Northern parts of Ghana that falls within the 10/40 window of the NOGH. Significant increase in acceptance and practice of the church's distinctive beliefs:



### **Communication**

Increased number of local churches and individuals using Hope Channel, AWR, Adventist World, and other official church publications and media. To mobilize all available resources for Media Evangelism. All Churches and Church Institutions are adequately identified



### **Adventist World Radio (AWR)**

To increase outlets for evangelism through the airwaves, To increase lay members' participation in AWR 360 campaigns To make AWR a household name for members and their non-Adventist acquaintances to become familiar with it so as to increase listenership and viewership of AWR programs through all our modes of broadcast/telecast To increase AWR fundraising activities to sustain its operations



### **Education**

Increased number of children from Adventist homes and churches attending Adventist schools. Rehabilitate defective school buildings and establish six (6) new basic schools in the Northern mission fields, as a means of

winning souls. Upgrading at least one school in each Field into a model school



### **Health/Youth Ministries**

All members, esp. youth and young adults embrace the belief that the body is the temple of the Holy Spirit, to abstain from alcohol, tobacco, recreational use of drugs, and high-risk behaviors, and embrace church teachings on marriage, health, and temperance and demonstrate sexual, mental, physical, and spiritual purity.

To empower the youth for evangelism and leadership



### **Publishing Department**

Guides the reading of the E.G. White books and engaging in other personal devotions Create and make available age-appropriate mission-focused morning devotional books for Junior, senior and tertiary levels. To maintain the current number of Les both students and regular

To seek new technological ways of distributing literature



### **Women Ministries**

The three main focuses of the ministry include:

Nurture – women and all members have a personal relationship with God.

Empowerment – women and young adults have a better relationships among themselves and are empowered to improve their financial situation

Outreach – support women to embrace the I Will Go initiative, winning souls for the Kingdom



### **Treasury Department**

To promote evangelism by spending at least 3% more than the required 6% budget

To prudently manage the financial resources of the church to maintain financial sustainability

To ensure that at least 90% of all fields, institutions, &

churches within the Union are audited.

To continue working on the Adventist Village land fencing and school building project.

To increase our support for church buildings, Educational Institutions and GNAAS



**ESTATE  
DEPARTMENT**

### **Estate Department**

All church building and church institution land documentation and registration must be worked on within the quinquennium. A suitable model structure for uniformed church buildings in order to avoid waste in never-finishing-building church structures. The department must possess the capacity to lead churches to buy lands with proper documentation.

### **Stewardship Ministries**

All members and yet-to-be-baptized embrace and practice 'God First' principles of revival; time, spiritual gifts, and tithes and offerings

Evidence that pastors and church leaders demonstrate the highest standards of integrity and ethical behavior in interpersonal relations and finances

Increase the Unions member given percentage year on year by 5%

Building human resource capacity and teaching practical wealth creation models

### **Strategic Plan Focus**

The Union and Fields have a well-established strategic demographic distribution

The Union, as well as all Fields, operates with a workable strategic plan

Necessary reorganizations engineered by growth in all sectors of the church

Road map for Second Union well followed and appropriations used for such purpose



# STRATEGIC PLAN OBJECTIVES AND KPIs

The *I Will Go* strategic plan outlines 10 objectives, divided into the categories of Mission, Spiritual Growth, and Leadership. Under the guidance of the Holy Spirit, the Church will work together to fulfill these objectives. As you read them, prayerfully consider your role in helping the Church grow and fulfill its mission to proclaim the gospel to the ends of the earth.





# MISSION OBJECTIVES & KPIs

## OBJECTIVE 1

**To revive the concept of worldwide mission and sacrifice for mission as a way of life involving not only pastors but every church member; young and old, in the joy of witnessing for Christ and making disciples**

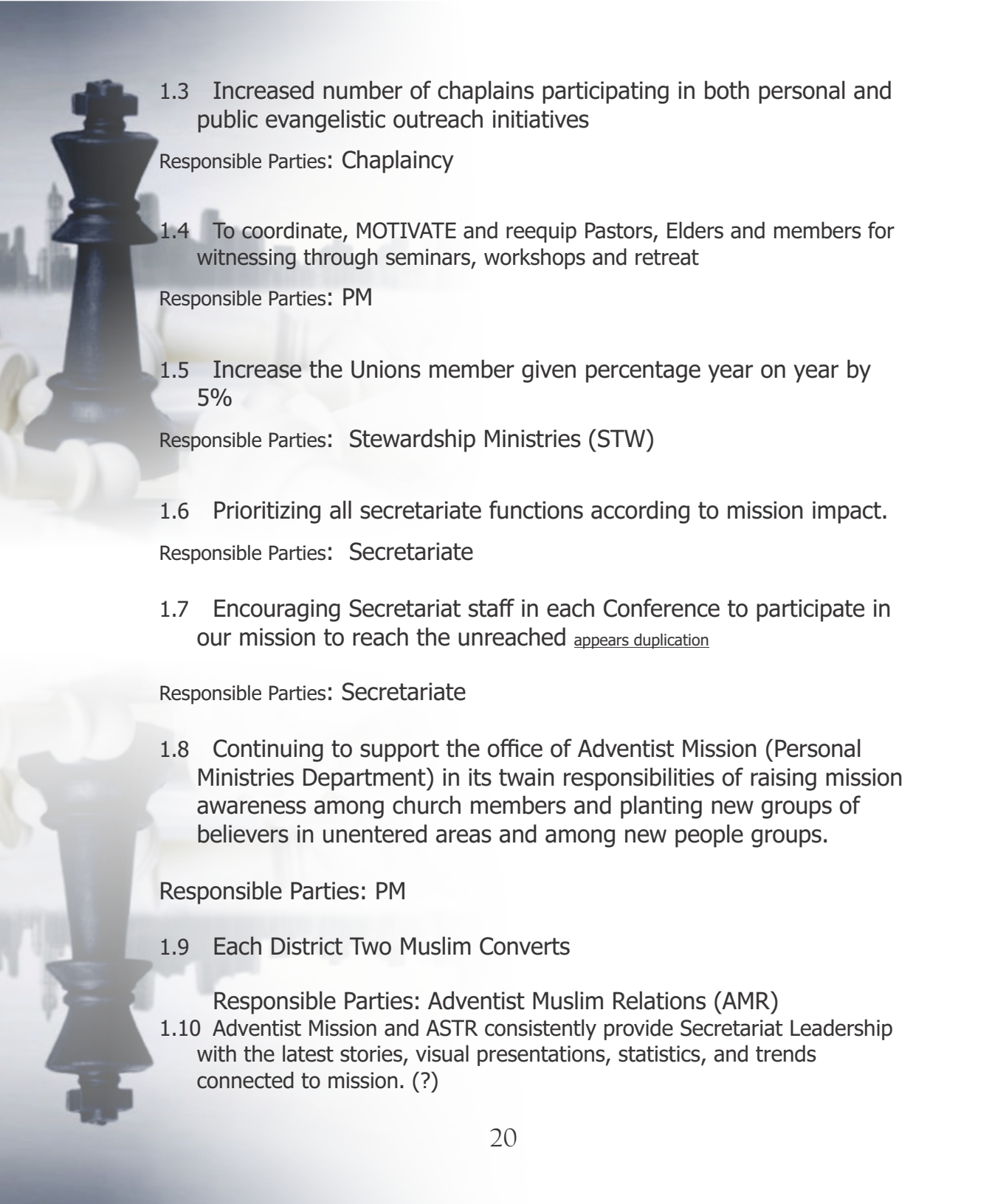
KEY PERFORMANCE INDICATORS (KPIs)

1.1 Increased number of church members participating in both personal and public evangelistic outreach initiatives with a goal of Total Member Involvement (TMI) (Duplication 1.16)

Responsible Parties: Personal Ministries (PM)

1.2 Chaplains in close cooperation, NOGH Education, Children's Ministries, Health Ministries, and Youth Ministries will produce and promote resources for Adventist children, teenagers, and youth attending both Adventist and other educational institutions that are not part of the church educational system.

Responsible Parties: Chaplaincy



1.3 Increased number of chaplains participating in both personal and public evangelistic outreach initiatives

Responsible Parties: Chaplaincy

1.4 To coordinate, MOTIVATE and reequip Pastors, Elders and members for witnessing through seminars, workshops and retreat

Responsible Parties: PM

1.5 Increase the Unions member given percentage year on year by 5%

Responsible Parties: Stewardship Ministries (STW)

1.6 Prioritizing all secretariate functions according to mission impact.

Responsible Parties: Secretariate

1.7 Encouraging Secretariat staff in each Conference to participate in our mission to reach the unreached [appears duplication](#)

Responsible Parties: Secretariate

1.8 Continuing to support the office of Adventist Mission (Personal Ministries Department) in its twain responsibilities of raising mission awareness among church members and planting new groups of believers in unentered areas and among new people groups.

Responsible Parties: PM

1.9 Each District Two Muslim Converts

Responsible Parties: Adventist Muslim Relations (AMR)

1.10 Adventist Mission and ASTR consistently provide Secretariat Leadership with the latest stories, visual presentations, statistics, and trends connected to mission. (?)



Responsible Parties: \_\_\_\_\_

1.11 Create and make available age-appropriate mission-focused morning devotional books for Junior, senior and tertiary levels.

Responsible Parties: PCM/ Publishing

1.12 Each Conference holds annual Conference rallies for church members, involving local administrators; NOGH officers, departmental directors, and associate directors; officers and departmental directors from other Conferences; and frontline workers from both their own1. (?)

Responsible Parties: Ministerial Association (MIN)

1.13 Improved retention rates of audited membership in NOGH

Responsible Parties: Secretariate

1.14 Both Church Schools in NOGH become soul wining centers

Responsible Parties: Education (EDU) / PCM

## **OBJECTIVE 2**

**To strengthen and diversify Adventist outreach in large cities, across the 10/40 Window, among unreached and under-reached people groups, and to non-Christian religions**

### **KEY PERFORMANCE INDICATORS (KPIs)**

2.1 A worshipping group is established in each region in the North where there currently is no or little Seventh-day Adventist presence

Responsible Parties: PM

2.2 Comprehensive program to identify immigrants in our schools and initiatives to reach them PCM department has programs in place responding to global trends in immigration

Responsible Parties: Public Campus Ministries (PCM)

2.3 Demonstrate our presence in the North (10/40 window) through social responsibilities

Responsible Parties: STW/ PM

2.4 At least one Center of Influence operates in each urban area (Adventist Moslems Relations)

Responsible Parties: AMR

2.5 Chaplains to work within their sphere of influence to facilitate, initiate, mission projects with the purpose to promote mission with students and health care workers of our institutions in support of union projects in the northern regions of Ghana.

Responsible Parties: Chaplaincy Department

2.6 Each field, with the assistance of the Office of Adventist Mission, identifies and acknowledges all major unreached or under-reached majority populations in evangelized towns in their territories, and reports annually to the Global Mission Issues Committee on efforts to reach them.

Responsible Parties: Global Mission (GM)/ PM

2.8. Union departments facilitate, initiate, and liaise between Conference and mission projects, with active support from Union and union officers

Responsible Parties: GM

2.9. Each conference and mission outside the 10/40 Window has a five-year plan to achieve a measurable and significant increase (e.g., 30% over five years) in the number of newly planted worshipping groups



Responsible Parties: PM/ Strategic Planning Department (SP)

### **OBJECTIVE 3**

**To make developing resources for mission to non-Christian religions and belief systems a high priority**

KEY PERFORMANCE INDICATORS (KPIs)

3.1 Organizational units and with the assistance of the Global Mission Centers and Union and Conference/Mission Public Affairs and Religious Liberty, undertake interfaith dialogues

Responsible Parties: GM/ PARL

3.2 Global Mission Center directors present progress reports on dialogues to Union Executive Committee at Year-End Meetings

Responsible Parties: GM/ PARL

3.3 Global Mission Centers report yearly to Executive Committee on approaches to, and progress in, reaching world religions and belief systems

Responsible Parties: GM/ PARL

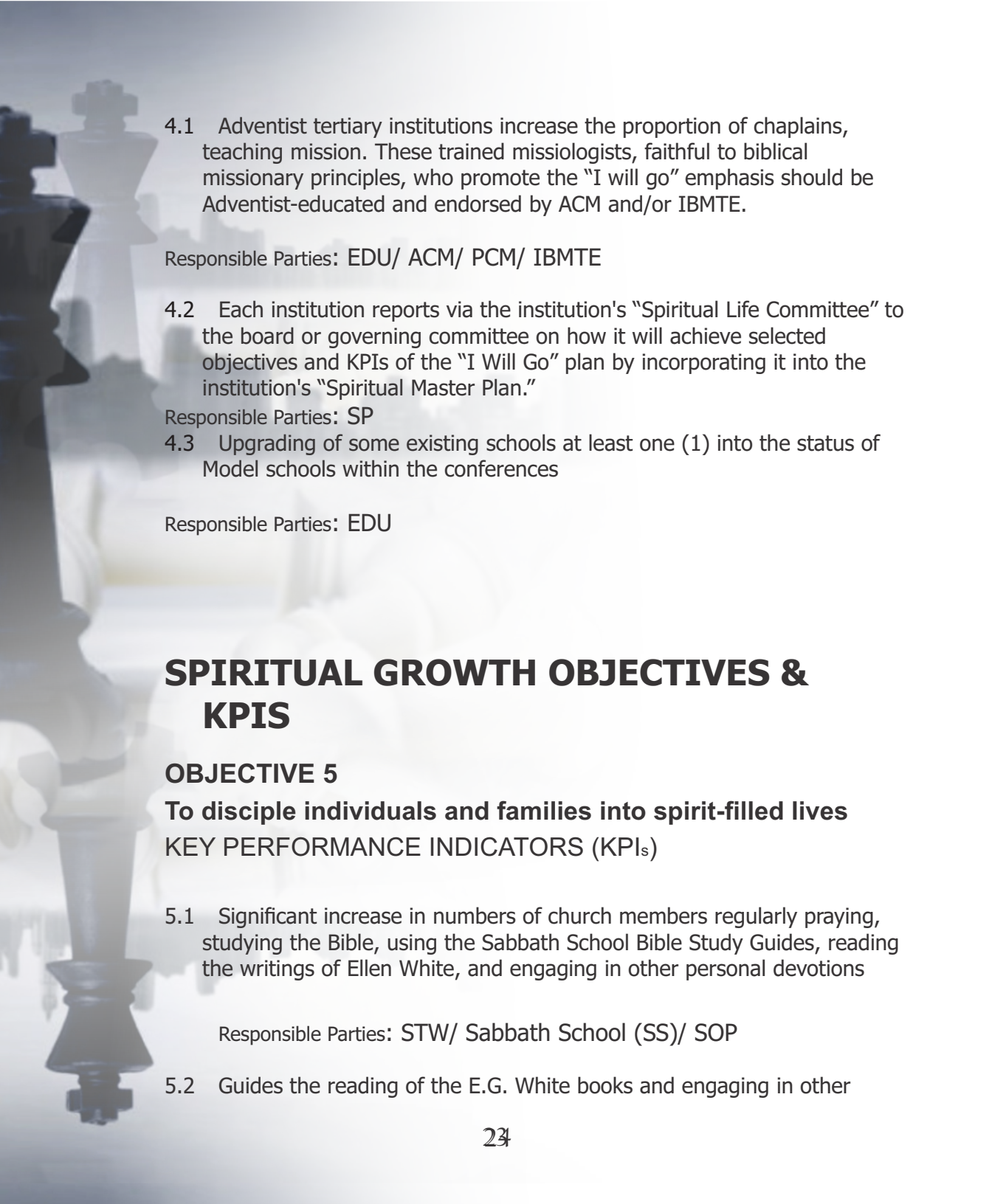
3.4 Enhancing human resource capacity of education sector in all conferences within the Union

Responsible Parties: EDU

### **OBJECTIVE 4**

**To strengthen Seventh-day Adventist institutions in upholding freedom, holistic health, and hope through Jesus, and restoring in people the image of God**

KEY PERFORMANCE INDICATORS (KPIs)

- 
- 4.1 Adventist tertiary institutions increase the proportion of chaplains, teaching mission. These trained missiologists, faithful to biblical missionary principles, who promote the “I will go” emphasis should be Adventist-educated and endorsed by ACM and/or IBMTE.

Responsible Parties: EDU/ ACM/ PCM/ IBMTE

- 4.2 Each institution reports via the institution's “Spiritual Life Committee” to the board or governing committee on how it will achieve selected objectives and KPIs of the “I Will Go” plan by incorporating it into the institution's “Spiritual Master Plan.”

Responsible Parties: SP

- 4.3 Upgrading of some existing schools at least one (1) into the status of Model schools within the conferences

Responsible Parties: EDU

## **SPIRITUAL GROWTH OBJECTIVES & KPIs**

### **OBJECTIVE 5**


**To disciple individuals and families into spirit-filled lives**

**KEY PERFORMANCE INDICATORS (KPIs)**

- 5.1 Significant increase in numbers of church members regularly praying, studying the Bible, using the Sabbath School Bible Study Guides, reading the writings of Ellen White, and engaging in other personal devotions

Responsible Parties: STW/ Sabbath School (SS)/ SOP

- 5.2 Guides the reading of the E.G. White books and engaging in other



personal devotions.

Responsible Parties: SOP/ Publishing

5.3 Develop a strategy in partnership with other departments and ministries in order to assimilate, equip, and disciple both new and old members (GC SECT. KSI OBJ.2).

Responsible Parties: PM/ SS

5.4 Significant increase in numbers of church members and unbaptized children and youth regularly attending divine service and Sabbath School

Responsible Parties: STW/ SB/ YOUTH DEPT

5.5 Significant increase in acceptance and practice of the church's distinctive beliefs, especially: Creation (FB 6); Salvation by faith (FB 10); State of the dead and power of prayer over witchcraft and spiritualism (FB 26, FB 11); Remnant Church (FB 12, FB 14); Principles of healthful living (FB 22); The Sanctuary/ Investigative Judgment (FB 24); Second Coming (FB 25); and the nature of the Fundamental Beliefs as a whole as Bible-centered doctrines that reflect a loving, gracious God

Responsible Parties: SP/ MIN

5.6 Significant increase in the number of Union, Conference, Mission, Fields, and institutional workers taking their spiritual life and that of their families as a matter of high priority.

Responsible Parties: MIN/ Family Ministries (FM)

5.7 Increased number of people using Adventist Social Media when studying the Bible, to learn about EllenWhite and read her writings, in personal devotions and to promote mission.

Responsible Parties: Communication

5.8 Chaplains will promote within the institutions where they work, as



appropriate, the use of Hope Channel, Adventist World Radio, Adventist World, and other official church publications and media.

Responsible Parties: Chaplaincy

5.9 Increased the number of local churches and individuals using Hope Channel, AWR, Adventist World, and other official church publications and media.

Responsible Parties: AWR/ Communication

5.10 Increase the number of church school students and university students participating in corporate prayer, incorporating the corporate prayer initiatives in the institution's "Spiritual Master Plan."

Responsible Parties: PCM

5.11 Evidence of a better understanding of the prophetic role of Ellen White and the process of inspiration

Responsible Parties: SOP/ PCM

5.12 Increased number of children from Adventist homes and churches attending Adventist schools (Dup with 5.16, 23)

Responsible Parties: Education

5.13 Increased number of church members and church school students participating in corporate prayer initiatives

Responsible Parties: Prayer Ministries/ PCM

## OBJECTIVE 6

To increase accession, retention, reclamation, and participation of children, youth, and young adults

### KEY PERFORMANCE INDICATORS (KPIs)

6.1 Significant increase in the number of church members regularly engaging in family worships

Responsible Parties: FM/ PM/ Small Groups

6.2 Evidence that local churches and Adventist schools respond to the opportunities that mass migration offers for providing spiritual care, and that immigrants are integrating into local Adventist communities.

Responsible Parties: EDU/ PCM

6.3 Improved retention rates of young adults, youth, and unbaptized children, by asking our school and university-based chaplains to focus on students from Adventist homes collecting of specific statistics on those groups.

Responsible Parties: Chaplaincy/ Edu/ PCM

6.4 Increased church member involvement in fellowship and service both in the church and in the local community.

Responsible Parties: SS/ PM

6.8 Evidence of greater unity, and community among church members, reduced conflict in local churches, and an active commitment to zero tolerance of physical, emotional, and sexual abuse.

Responsible Parties: FM/ Women/Children Ministries

6.9 Evidence of new members being nurtured through active discipleship programs



Responsible Parties: SS/ PM

6.10 All members and yet-to-be-baptized young people embrace and practice stewardship principles regarding time, spiritual gifts, and tithes and offerings

Responsible Parties: STW

## OBJECTIVE 7

To help youth and young adults place God first and exemplify a biblical worldview

### KEY PERFORMANCE INDICATORS (KPIs)

7.1 Bible classes taught by chaplains will incorporate the historical-grammatical method, historicist approach to the study of prophecies, confidence in the Bible as divine revelation, trust in God, and commitment to His mission. (dup with 7.1)

Responsible Parties: MIN/ EDU

7.2 Youth and young adults embrace the belief (FB 22) that the body is the temple of the Holy Spirit. They will choose to abstain from alcohol, tobacco, recreational use of drugs, and other high-risk behaviors, embrace church teachings (FB 23) on marriage, and demonstrate sexual purity.

Responsible Parties: Youth / Health Ministries

7.3 Increased ethical and responsible use of media platforms by students.

Responsible Parties: PCM

# LEADERSHIP OBJECTIVES & KPIs

## OBJECTIVE 8

**To strengthen the discipleship role of pastors, teachers, and other frontline workers and provide them with regular growth opportunities**

### KEY PERFORMANCE INDICATORS (KPIs)

8.1 Evidence that most pastors and teachers feel supported by church members and by conference administrators continue to feel called to ministry and are engaging in ongoing education and development.

Responsible Parties: MIN/ STW/ EDU/ Chaplaincy

8.2 Chaplains with limited Seventh-day Adventist education will work to complete course work necessary to meet their GC-ACM and local BMTE requirements.

Responsible Parties: EDU/ Chaplaincy

8.3 Evidence that [of] (there are) growth in companies and thereby being organized.

Responsible Parties: secretariate

8.4 Conduct workshops on income capacity building for stewardship directors and ensure is cascaded to the local churches

Responsible Parties: STW/ Strategic Planning

8.5 Build capacity to support Conferences to build their infrastructure



Responsible Parties: STW/ Strategic Planning

8.6 Continue to educate through Conference Directors on the importance of time management to see improvement in all church activities

Responsible Parties: STW

8.7 Collaborate with VVU to increase its programs to provide opportunities for our youth

Responsible Parties: EDU/ AYM

8.8 Join with the Southern Union to persuade the Government to abolish WAEC Sabbath examinations

Responsible Parties: EDU/ PCM

8.9 Ensure the Departments are well resourced to undertake their mandate.

Responsible Parties: STW/ Strategic Planning

8.10 Collaborate with Conferences to reduce the non-Adventist fundraising methods significantly

Responsible Parties: STW/ Strategic Planning

8.11 Plan implement information & performance Management Systems for Union and Conferences

Responsible Parties: STW/ SP/ Secretariat

8.12 Develop new ways of making the Northern Region Fields Self Supporting

Responsible Parties: STW/ SP



8.13 Educate members to ensure they become responsible citizens while not being partisan

Responsible Parties: STW

8.14 Conduct workshop on Church policy and principle in all major churches in the Union

Responsible Parties: STW/ Secretariate

## OBJECTIVE 9

To align the Union resources with strategic objectives

### **KEY PERFORMANCE INDICATORS (KPIs)**

9.1 All NOGH departments increase the availability of their time and resources to the Northern parts of Ghana that fall within the 10/40 Window, and unreached people groups. (dup with 9.7)

Responsible Parties: STW/ SP

9.2 Increase ministers in the Northern parts of Ghana

Responsible Parties: MIN

9.3 Increased proportion of volunteers, and Global Mission pioneers serving in the northern region, and among unreached people groups

Responsible Parties: PM/ GM

9.4 The Adventist Chaplaincy Ministries department will intentionally work toward an integrated media plan. The plan maximizes technology's potential such as apps and other platforms, to support chaplains in the Northern Ghana Union Mission.

Responsible Parties: Chaplaincy/ Communication

9.5 Every organization systematically reviews and aligns resources in light of the worldwide mission priorities

Responsible Parties: SP

9.6 Establishment of six (6) new basic schools in the Northern mission fields, as a means of winning souls

Responsible Parties: EDU

9.7 All church building and church institution land documentation and registration must be worked on within the quinquennium

Responsible Parties: Estate/ SP

9.8 A suitable model structure for uniformed church buildings in order to avoid waste in never-finishing-building church structures

Responsible Parties: Estate/ SP

## OBJECTIVE 10

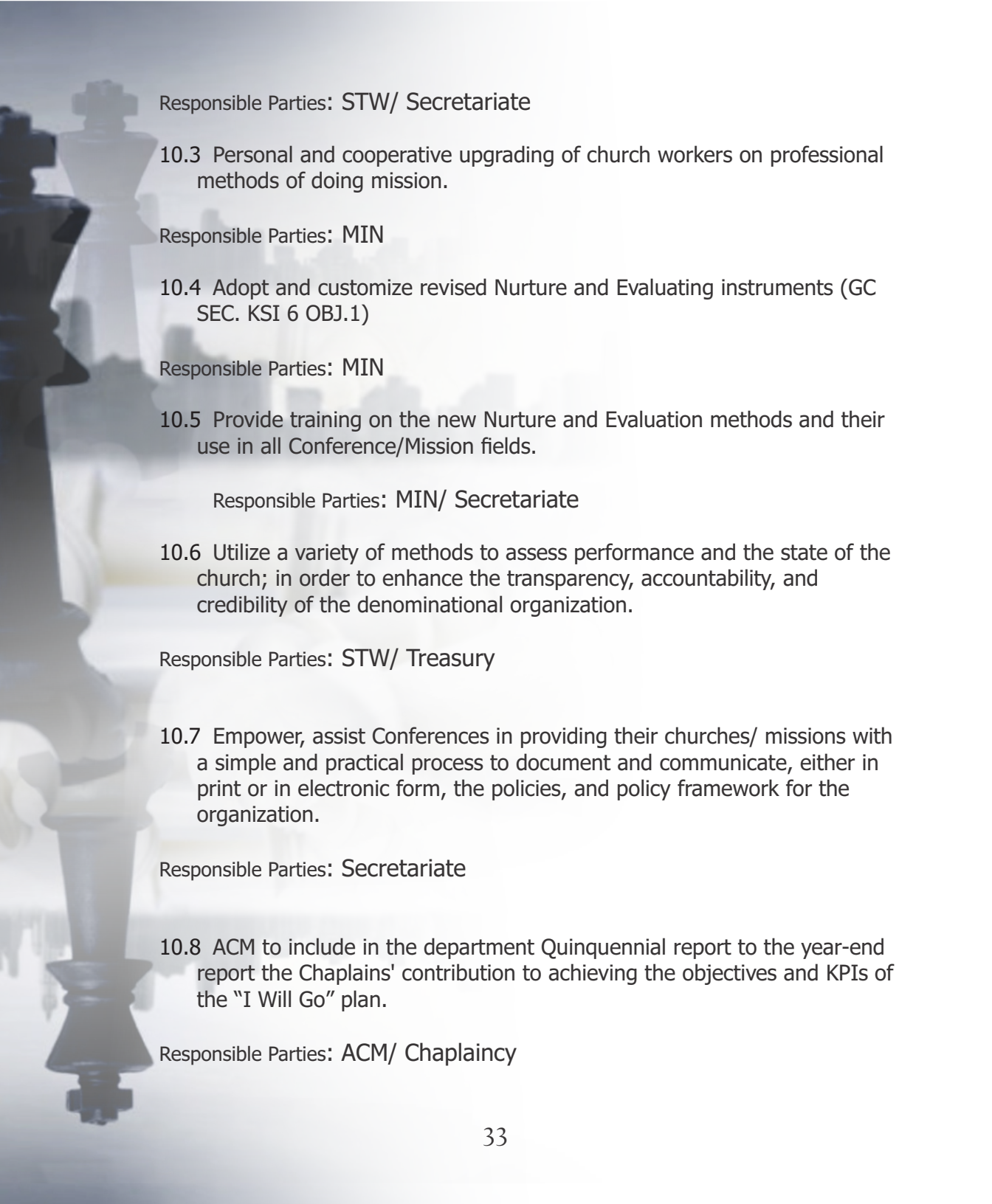
To enhance the transparency, accountability, and credibility of the denominational organization, operations, and mission initiatives

### KEY PERFORMANCE INDICATORS (KPIs)

10.1 Evidence that pastors and church leaders demonstrate the highest standards of integrity and ethical behavior in interpersonal relations and finances (this and 10.2)

Responsible Parties: STW/ Treasury

10.2 Regular training of workers on policies and personal management.



Responsible Parties: STW/ Secretariate

10.3 Personal and cooperative upgrading of church workers on professional methods of doing mission.

Responsible Parties: MIN

10.4 Adopt and customize revised Nurture and Evaluating instruments (GC SEC. KSI 6 OBJ.1)

Responsible Parties: MIN

10.5 Provide training on the new Nurture and Evaluation methods and their use in all Conference/Mission fields.

Responsible Parties: MIN/ Secretariate

10.6 Utilize a variety of methods to assess performance and the state of the church; in order to enhance the transparency, accountability, and credibility of the denominational organization.

Responsible Parties: STW/ Treasury

10.7 Empower, assist Conferences in providing their churches/ missions with a simple and practical process to document and communicate, either in print or in electronic form, the policies, and policy framework for the organization.

Responsible Parties: Secretariate

10.8 ACM to include in the department Quinquennial report to the year-end report the Chaplains' contribution to achieving the objectives and KPIs of the "I Will Go" plan.

Responsible Parties: ACM/ Chaplaincy

10.9 Implementing placement testing for better matching for missionaries to positions.

Responsible Parties: Chaplaincy

10.10 Expanding the Care Team with an additional pastoral couple.

Responsible Parties: \_\_\_\_\_

10.11 Creating awareness in each Field of the need for intentional missionary care, communication with the ISEs, and financial support for spiritual retreats

Responsible Parties: \_\_\_\_\_

10.12 Addressing challenges of ISEs which surface from periodic questionnaires/surveys.

Responsible Parties: \_\_\_\_\_

10.13 Making provision for all returning ISEs to attend a Re-Entry Program (not only in and/or from NAD) and work with unions in re-employment of ISEs in the homeland

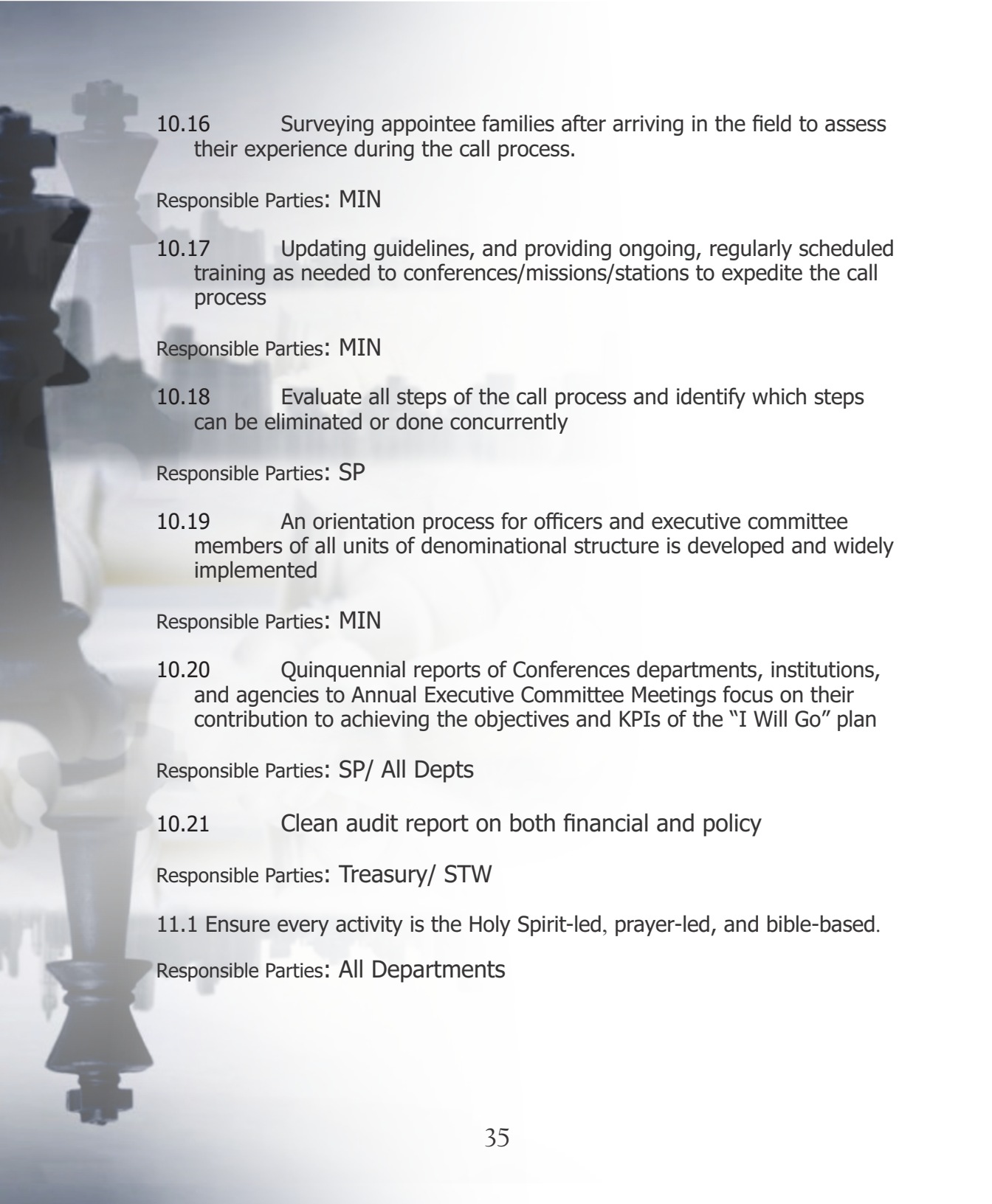
Responsible Parties: \_\_\_\_\_

10.14 Creating a tracking system of the entire call process, with access provided to all the stakeholders in Secretariat, IPRS, division unions, Conferences, and other calling entities.

Responsible Parties: Secretariate

10.15 Creating reliable, online forms where personal information that is entered once will automatically pre-fill all forms.

Responsible Parties: Secretariate



10.16 Surveying appointee families after arriving in the field to assess their experience during the call process.

Responsible Parties: MIN

10.17 Updating guidelines, and providing ongoing, regularly scheduled training as needed to conferences/missions/stations to expedite the call process

Responsible Parties: MIN

10.18 Evaluate all steps of the call process and identify which steps can be eliminated or done concurrently

Responsible Parties: SP

10.19 An orientation process for officers and executive committee members of all units of denominational structure is developed and widely implemented

Responsible Parties: MIN

10.20 Quinquennial reports of Conferences departments, institutions, and agencies to Annual Executive Committee Meetings focus on their contribution to achieving the objectives and KPIs of the "I Will Go" plan

Responsible Parties: SP/ All Depts

10.21 Clean audit report on both financial and policy

Responsible Parties: Treasury/ STW

11.1 Ensure every activity is the Holy Spirit-led, prayer-led, and bible-based.

Responsible Parties: All Departments



# EVALUATION

In order to assess the impact of the Church's strategic plan and to shape future strategic planning, research will be commissioned in the 2020–2025 quinquennium which will measure, wherever possible, the extent to which stated Key Performance Indicators (KPIs) have been achieved.

The attainment of many of the KPIs listed will be measured by surveys of church members, and some denominational employees. It is important that instruments for such research projects are aligned, as much as possible, with the objectives and KPIs of this strategic plan.

In addition to surveys of attitudes, perceptions, practices, and beliefs, the divisions and General Conference departments should each make their own assessment of the degree to which they have achieved the objectives of the strategic plan and the extent to which KPIs have or have not been reached.

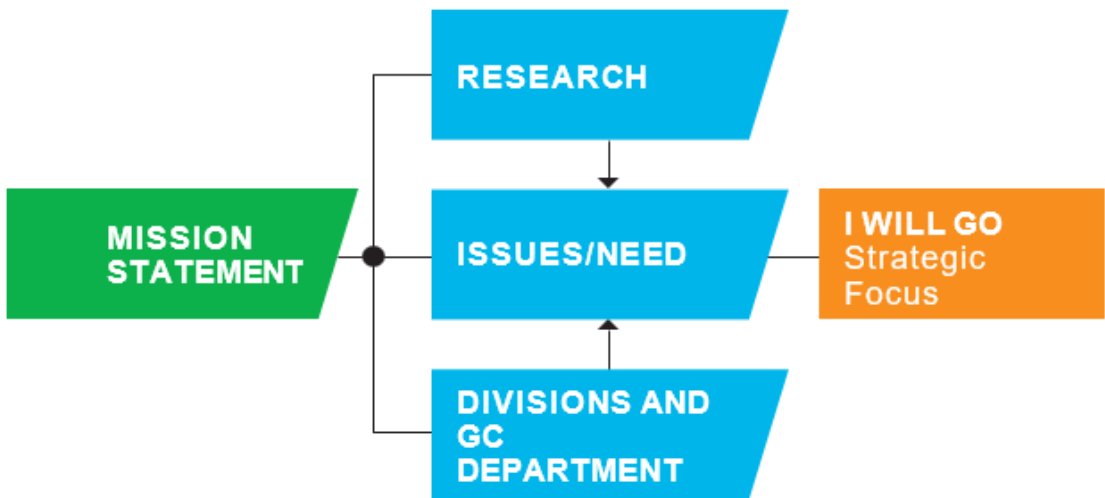
This qualitative data will be added to the large-scale human-subject research outlined above.

It is envisaged that this process of research and evaluation will be a key foundation for strategic planning for the 2025-2030 quinquennium.

# STRATEGIC PLANNING CYCLE FOR THE GLOBAL CHURCH



Conceptual Overview of I Will Go:  
Planning & Implementation







# STRATEGIC PLANNING CYCLE FOR THE GLOBAL CHURCH

## STRATEGIC PLANNING PROCESS

