



GLOBAL CHE NETWORK

STRATEGIC PLAN
West Africa

Feb 21 - 22, 2010
Accra, Ghana



GLOBAL CHE NETWORK

Participants

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GLOBAL CHE NETWORK

WEST AFRICA

Vision Statement

The Global CHE network in West Africa exists to catalyze the connection and empowerment of CHE implementers to effectively multiply wholistic ministries.

Mission Statement

The Global CHE Network in West Africa will implement their vision by:

- Collaborating to share best practices
- Equipping and encouraging implementers
- Coordinating multiple efforts
- Optimizing resources

Prayer

That God would receive glory as the transforming power of the Gospel touches every people group in West Africa.

SURVEY ANALYSIS

GCN Strategic Planning participants review of the “Global CHE Network Founders Survey January 2010”. It was sent to all members of GCN with 151 responses Global and 39 from Sub Sahara Africa.

Number	Survey Question	What have we learned?
1	What would you envision the global CHE network to be?	<ul style="list-style-type: none"> • Want to work together but challenged by communication and expense • CHE network under utilized • Network undefined to most users
2	Commentaries on the web site and newsletter?	<ul style="list-style-type: none"> • Powerful catalytic tool • Leading to global community • People in Africa need to use it more frequently • Enhances networking • More people visiting it • It has been designed for the west • People want lesson plans
3	Is the CHE internship useful to you and are you willing to contribute?	<ul style="list-style-type: none"> • Majority of Africans are not sure of what internship is • There is an interest in internships in Africa • Africans less likely to send someone to internship is • Looks like real desire for internship site in Africa (Note: working to build Africa internship site in Ghana)
4	What can the global CHE network do to help you organization achieve its goals as it relates to CHE?	<ul style="list-style-type: none"> • We have lots of help available • People understand mission • Networking is good
5	What can your organization contribute to the expansion of CHE worldwide?	<ul style="list-style-type: none"> • Great need for training • Highest % worldwide / Africa want live training such as conferences • Got it → Use it
6	What can the CHE network do to help you with the CHE programs in your community?	<ul style="list-style-type: none"> • How we are connected to existing information • People’s consciousness or eagerness for need of more information • Access to Information Technology • Hard work commitment and determination very critical
7	What can you do for the expansion of CHE?	<ul style="list-style-type: none"> • Challenge: when, where, how (\$) • Challenge: Not feeling “in the know” • Challenge: mixed set of community (expect pay for example) • Challenge: Christian focus; Muslims reject • Challenge: Encompassing all age groups • Challenge: communication between orgs • Challenge: CHE not important to church or agency • Excited: collaboration and unity

Focus Question

“How can we expand the CHE movement into every corner of the world and strengthen each other’s ministries using our collective assets for the sake of the Kingdom of God?”

Strategic Planning Process

- Articulation of a ***practical vision, mission and objectives*** for the next five years.
- Identification of the **issues** in the way of achieving this via a **Problem Tree** exercise, then move them into something we can work on via **Solution Tree** exercise. Then combine this with objectives and eliminate overlap to create set of action items
- **Develop plans, timelines and owners** for defeating the problems and achieving the solutions identified above over the next 5 years. This was done leveraging the **Step Planning** method
- Develop **next 90 day action plan**

All of the results present in this document came from individual, small group and large group discussions using CHE consensus building techniques of the 26 participants.

Wall of Wonder - West Africa



	Prior 1990		1990-1995		1995 - 1999		1999-2001		2001-2004		2004-2006		2006-2008		2008-2010	
CHE Movement	<ul style="list-style-type: none"> Stan Rowland first Uganda CHE CHE moves from Campus Crusade for Christ to Medical Ambassadors First TOT in Kenya First lesson plans written Gordon Claassen (CHE in Congo; coordinated work in region) Solomon in Sierra Leone with CHE 	<ul style="list-style-type: none"> 1st Mbugi Mayi CHE program in DRC 1990 CHE spreads from Cent America to Caribbean / S America CHE in Philippines CHE in Haiti through MAI 	<ul style="list-style-type: none"> Equip joins CHE MAI does coop agreements with other agencies on CHE based efforts Terry Philippine field director Florence Mundi (Ethiopia) CHE first Create Access effort Sierra Leone CHE funding collapses due to war David Drake Florence starts "Life in Abundance" using CHE CHE enters Cote D'ivoire ('96) 	<ul style="list-style-type: none"> Terry Director of SE Asia 1st CHE training on mainland and SE Asia in Cambodia, Vietnam, Myanmar, Singapore, Indonesia, Laos, Thailand First CHE Guinea pilot in 2000 Sierra Leone CHE in self sustaining mode via micro enterprise 	<ul style="list-style-type: none"> CHE in 56 countries 1st TOT Tajikistan 1st Central Asia Area Council 1st CHE WG SE Asia Upside down leadership Mauritania uses CHE CDs to reach Muslims First CHE vision seminar in Nigeria French West Africa CHE coordinator Gil Odendall Africa MAI coordinator Saboba Ghana AIDS TOT I Vision semi / TOT I in Ksighana CM TOT (Bernie Bledsoe and Henri) 	<ul style="list-style-type: none"> Terry coord SE Asia, S Asia, Pacific Terry International coordinator Bibiana coord S. America/ carrib and Hugo Gomez coord Mesoamerica Major structuring Charlotte Devell – Central Asia Focus change: projects to movement Kenneth Engleton TOT I Decision to translate materials into French (2005) Heartbeat for Africa begins work in West Africa: (2005) FCN contacts LifeWind 	<ul style="list-style-type: none"> Jody starts curriculum department Another major restructure Dayo becomes WA coordinator MAI to LifeWind change Daniel spreads vision in French West Africa (2008) TOT I Enugu Nigeria CHE trainers create NGO to do CHE in CRS Nigeria First Consultative CHE meeting in Ghana (06) GTN/LifeWind partner on disabilities Fellowship of Christian Nurses of Nigeria trained in CHE 	<ul style="list-style-type: none"> CHE in 93 countries Global CHE network First Trans Development regional conference – Ghana CHE into plateau state Nigeria via govt C of E First Nigeria CHE conference CHE/HIV Ivory Coast multiplies (CMF) Ethiopia council meeting shows disability major focus; first DTOT I (Gedeo / Ethiopia) GTN expands outside of Ethiopia DTOT given in 10 countries Dr Judy Fitzmaurice moved round pioneers for CHE in West Africa countries One participant heard about CHE last week 								
Community & Global	<ul style="list-style-type: none"> Ghana independence in 1966 Internal Ghana turmoil spreads to region 1990-2010: 20 years of civil wars in region: SL, Liberia, Cote D'ivoire... drives economic decline / emigration 	<ul style="list-style-type: none"> Ghana moves from military to Civilian rule Civil War in Leiberia (92) 	<ul style="list-style-type: none"> Sierra Leone war (1992+) 	<ul style="list-style-type: none"> Continues West African civil war 	<ul style="list-style-type: none"> 911 Crisis Nigeria Jos conflict ('01-'10) 								<ul style="list-style-type: none"> Ethiopia passes law making it illegal for NGOS to help disabled Conflict grows as Christianity grows and bumps into growing Muslims in north Ghana govt change 			

Learning's and Implications

1. CHE is Spirit led/God led
2. How God works through what we see as crisis
3. Maturity of leadership to shift from pyramid to shared/collaboration
4. God can do great things w/people who are willing



Scale up Training and Equipping	Improve Translation of Materials and Resources	Improve Information and Communication Technology	Facilitate expansion of CHE programs; utilization of CHE strategy	Develop a good network and effective information data base	Hold set of National conferences and consultations
<ul style="list-style-type: none"> • An effective and functioning African internship program by 2016 • DTOT in all African countries. Website available and leading to action • Existing organizations better equipped 	<ul style="list-style-type: none"> • All CHE materials to be in French and English by 2016 • Data base accessible for expert resources • Ensure the available teaching materials are relevant and adaptable to target communities 	<ul style="list-style-type: none"> • All organizations using CHE in Africa have access to internet by 2013 • West Africa network website exists 	<ul style="list-style-type: none"> • 10X more CHE villages in Africa (2016 compared to 2010) • 30 additional Christian West Africa organizations participating in CHE by 2013 (includes all organizations embracing CHE) • CHE in all West African countries • All West African churches doing CHE 	<ul style="list-style-type: none"> • Improve communications between partners • Develop National Data base • Users of CHE supporting each other • All organizations provide phone, email and address to all members by 2013 • Good national network 	<ul style="list-style-type: none"> • Each country has a yearly national conference • National strategy plan




Problem Tree (West Africa) – What is preventing us from achieving our vision

Feb 21-22, 2010

Undeveloped Human Resources	Undeveloped Material Resources	Confused World View	Poor Communication	Un- aligned Priorities
<ul style="list-style-type: none"> • Ignorance of strength of unity • No program planning • Ignorance • Inexperience • Fear of failure • Fear of persecution • Few in CHE 	<ul style="list-style-type: none"> • Inadequate resources • Cost of transportation • Belief of “we have nothing” • Relief mentality / belief 	<ul style="list-style-type: none"> • Inadequate understanding of Christianity / Gospel • Fatalistic world view • Inadequate knowledge about network 	<ul style="list-style-type: none"> • Language barriers • Cost of communication • Not knowing of each other • Poor communication • Language differences • Inadequate use of ICT (information communication technology) • National boundaries 	<ul style="list-style-type: none"> • Poor motivation or interest among leaders • Different priorities • Business distraction • Not enough staff • Too busy • Mistrust and competition between churches / agencies • Competitiveness • Selfishness • Tunnel (Narrowness) Vision

Solution: Looked for alignment between 5 year desired objectives and the five barriers to success. We now turned the problems into solutions (Solution Tree) and came up with a set of seven (7) solutions to develop STEP PLANS for.

Strategic Plan		Step Planning (West Africa) - Categories			Feb 21-22, 2010	
						
#1 - Develop Human resources Dayo Obaweya / Willy Attoye	#2 - Develop Material Resources Emma Osei	#3 - Biblical World View Rev. Sam Wood	#4 - Good Communications Rick and Fiona Jara	#5 - Aligned Priorities Dan Kwopbie	#6 - Expand CHE utilizing CHE strategy Tony Ojie	#7 - National Conferences and Consultation David Bature

Step Planning Results by Category:

Task #1 - Develop Human CHE Resources by increasing self evaluation resources, providing training opportunities, developing strategic networks of relationships and encouraging program visitation. Owner: Dayo Obaweya / Willy Attoye

Action	Resources needed	Due Date	Owner
Increased self evaluation reporting with feedback mechanism	<ul style="list-style-type: none"> Interactive website Email blog posting 	Sept 2010 or March 2012	<ul style="list-style-type: none"> Medard Gobleu
Facilitate in each country one TOT 2 and one TOT 3 at least once per year	<ul style="list-style-type: none"> 	2011	<ul style="list-style-type: none"> Emmanuel Osei-Appieh – Ghana Verlin Andersonto coordinate CHF Nigeria – Anthony Ojie Daniel Kwopbie– Baro, Guinea July '10 Terry Graham Add TOT I Back to back with DTOT I, II, III David Bature Beryl Forrester – TOT in Guinea Bissau (11/10-4/11)
Host an annual network CHE implementing meeting	<ul style="list-style-type: none"> 	2011	<ul style="list-style-type: none"> Fiona Jara – Nigeria Konan Emmanuel
Sponsor a master trainer from each country to do an internship	<ul style="list-style-type: none"> Identify/ set up center for internship training in WA 	Mach 2015	<ul style="list-style-type: none"> Ed Harrow– HBA Verlin to bring to RCI annual meeting
Pray that God calls laborers	<ul style="list-style-type: none"> Intercessions 	Now and ongoing	<ul style="list-style-type: none"> Evelyn Lemptey Elizabeth Addo-Quaye

Task #2 - Develop Material Resources. Owner: Emma Osei

Action	Resources needed	Due Date	Owner
Form a committee	- Country coordinator	July 2010	•
Create initial (baseline) resource assessment the CHEs	- Survey tool - People to collect and assess data	July 2011	•
Additional resource assessment	- Data from the needs survey - Global CHE network newsletter	Dec 2011	• Emmanuel Akorli / Ghana
Writing appropriate curriculum to address the needs	- Experienced people - Existing curriculum	2013	• Jody Colinge; David Bature • Fiona Jara – Health • Diana Mood– Disability • Terry Graham – financial proposal
Translate lessons into appropriate language	- Translators	2015	• Terry Graham – translate disability material • Debbie Anderson

Task #3 - Biblical Worldview Owner: Rev. Sam Wood

Action	Resources needed	Due Date	Owner
Bible Study and Teaching	- Bible - Bible Study material - Teachers	2013	• Kevin Kompelein – Samaritan Strategy Africa (DNA) Biblical worldview training • Emmanuel Osa-Appieh
Establish Christian communities for people to experience a Biblical worldview	- Pastors - Evangelists - Role Models	2015	• Rev Sam Wood • David Bature
Mentoring on how to apply this to our lives and ministries	- CHE facilitators	2014 -15	•
Share with youth fellowships the Biblical Worldview	- Youth Leaders - Role Models	2013	• Margaret Mensah
Team worship / reflection and prayer	- Leader - Time	Ongoing	•

Task #4 - Good Communication. Owner: Rick and Fiona Jara

Action	Resources needed	Due Date	Owner
Improve Information Communication Technology <ul style="list-style-type: none"> • Develop Data bases • Use of cell phones • Email without pictures 	<ul style="list-style-type: none"> - Train volunteers - Simple computer programs - Cell phones - Email access 	2012	<ul style="list-style-type: none"> • Rick Jara ICT development training • Terry Graham - Disability stories for GCHE • Terry Graham – Disability newsletter • Jeff Bisgrove – consulting help with int'l website
Translation of materials	<ul style="list-style-type: none"> - Translators - Time 	2013	<ul style="list-style-type: none"> • David Bature
Visit other CHE programs	<ul style="list-style-type: none"> - Time - Money 	as teams perceive need	<ul style="list-style-type: none"> • David Bature • David Phipps • Fiona Jara
Meeting structures <ul style="list-style-type: none"> • West Africa Development meeting • Regional meeting • DTOT • National / local meetings 	<ul style="list-style-type: none"> - People - Time 	Every 2 yr Every 2 yr As needed Every year	<ul style="list-style-type: none"> • GTN – disability TOTs

Task #5 - Align Priorities. Owner: Dan Kpowbie

Action	Resources needed	Due Date	Owner
Share a vision with leaders to motivate them	<ul style="list-style-type: none"> - A/V materials or DVD - Real success stories - Invite to seminar 	2012	<ul style="list-style-type: none"> • Togo Church mobilization • Beth • David Phipps; Rachael; Fiona Jara; Evelyn Lamptey; Ed Harrow
Personal commitment to CHE; challenge one another	<ul style="list-style-type: none"> - Network to communicate - Prayer - Share stories 	2010	<ul style="list-style-type: none"> • Rachael Bature • Ed Harrow – HBA • Elizabeth Addo-Quaye
Raise more staff (not expenses)	<ul style="list-style-type: none"> - Church volunteers 	2013	<ul style="list-style-type: none"> •
More relationship with each other “know the heart”	<ul style="list-style-type: none"> - Visits - Learning together - Fellowship 	2010	

Task #6 - Expand CHE utilizing CHE strategy. Owner: Tony Ojie

Action	Resources needed	Due Date	Owner
Baseline Assessment <ul style="list-style-type: none"> • Number of active CHE programs in West Africa • Number of Christian organizations using CHE • Number of West Africa countries using CHE 	<ul style="list-style-type: none"> - Assessment tool - People to collect and organize data 	Dec 2010	<ul style="list-style-type: none"> • David Bature • Daniel Kwopbie– find CHE program in Togo • Beth • Emmanuel Akorli– Ghana TOT • Dagnachero – masters in research (consultation)
Teach TOTI in CHE participating churches	<ul style="list-style-type: none"> - CHE material - Time / volunteers - Flexible schedule - Church leader support 	Dec 2010	<ul style="list-style-type: none"> • Sam Wood – leadership training • Beth – missionary training school • BJ Forrester – stories of transformation • Elizabeth Addo-Quaye; Margaret Mensah; Fiona Jara • Kevin Kompelien; Rachael Bature • Karen Herrera – Enyu Nigeria HQ for deaf / special ministries
Expand to other churches, bible schools and other organizations <ul style="list-style-type: none"> • Vision seminars • TOT I 	<ul style="list-style-type: none"> - Contacts - CHE material - Time - Flexible schedule 	Dec 2011 (start) then ongoing	<ul style="list-style-type: none"> • David Phipps • Louis Fiadjoe • Terry Dalrymple – Mercy Ships
Send “CHE missionaries” into countries that do not have CHE	<ul style="list-style-type: none"> - Contacts - People willing to go - Support (living, integration) 	Share vision WATD 2013	<ul style="list-style-type: none"> •

Task #7 - National Conferences and Consultation. Owner: David Bature

Action	Resources needed	Due Date	Owner
Facilitate communication between workers in a country	<ul style="list-style-type: none"> -Cell phones -Website -Field visit -Newsletters 	May 2010	<ul style="list-style-type: none"> • Terry Graham – DTOT I in and across countries • Emmanuel Akorli– Ghana
Identify leaders in each country to convene consultative meeting <ul style="list-style-type: none"> • Leaders go to internship 	<ul style="list-style-type: none"> -Dayo’s time -Travel -Get West African internship program launched 	Dec 2010	<ul style="list-style-type: none"> • Terry Graham – connect / network DTOT across continent • Mike Squires (leaders from Togo national conf ’12) • David Bature • Terry Dalrymple – help organize curriculum
Regional consultation conference (leaders attend)	-	Feb 2012	<ul style="list-style-type: none"> • John Annanson - volunteer / consulting
National conference committee	<ul style="list-style-type: none"> -Volunteers -Business people to mobilize -Resources / plan 	Mar 2012	<ul style="list-style-type: none"> • Sam Wood • Ed Harrow – HPA
Hold conference	-	July 2012	<ul style="list-style-type: none"> •

90 Day Plan with owners to keep us moving forward

Action	Owner	Notes
PRAY, PRAY, PRAY	All	
Data Base (people and programs)	Verlin Anderson + country coordinators	
Sharing the vision	Tony Ojie and Daniel Kpowbie	
Improve ICT (encourage email address)	David Bature	
Send summary of conference to all participants	Willy Attoye	
Remind people of their commitments	David Bature	
Everybody send their newsletters to everybody	All	