



# LIBERIA

## Annual Conference Strategic Direction

*The Journey Ahead  
2019-2023*

Jerry Paye-Manfloe Kulah and Julius Sarwolo Nelson  
Conference Facilitators

*A New Beginning Under a New Leadership 1*

**LIBERIA ANNUAL CONFERENCE STRATEGIC DIRECTION  
THE JOURNEY AHEAD: 2019-2023**

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**Jerry Paye-Manfloe Kulah & Julius Sarwolo Nelson  
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*A New Beginning Under a New Leadership 2*





*M. B. Cox.*

(Copied from a Painting in Ivory)

The Reverend Melville B. Cox, founding father of Methodism in Liberia (March to July 1833)

***"Though a thousand fall, let not Africa be given up."*** (M. B. Cox, 1833).



Bishop & Mrs. Samuel J. Quire, Jr.  
Liberia Area of the United Methodist Church  
West Africa Central Conference (2017-present)

*“Working together with God, we can make it!”*

*A New Beginning Under a New Leadership 4*

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## **Acknowledgment**

**TO GOD BE THE GLORY.** We thank God, the Creator, Savior and Comforter for the Strategic Plan (2019-2023) of the Liberia Annual Conference, the United Methodist Church. We were challenged and inspired by the Reverend Dr. Samuel Jerome Quire, Jr. the Resident Bishop of the Liberia Area, West Africa Central Conference, and the United Methodist Church in January 2017 to REVIEW, REFLECT, RESEARCH AND DEVELOP A STRATEGIC PLAN for the Liberia Annual Conference, the United Methodist Church. Since that day, our Chairperson, Counselor Tolbert Nyenswah (the current Conference Lay Leader of the LAC/UMC) mobilized the annual conference for this significant journey in the LIFE, MISSION, MINISTRY, WITNESS, AND SERVICE OF OUR CHURCH.

Because of the sojourn, this five-year Strategic Plan document has evolved. we now find ourselves at this juncture to begin the implementation of the Liberia Annual Conference Strategic Plan (2019-2023). Therefore, we MUST acknowledged and express our sincere and deepest gratitude to the following institutions and individuals:

- Bishop Samuel J. Quire, Jr. and the Dean and members of the Cabinet, and our District and Circuit Superintendents.
- Representatives of the various districts and circuit who attended and participated in the regional retreats in 2017; in addition to our Connectional Ministries Director and other professional program agencies and their directors and staff persons.
- The entire membership of the Liberia Annual Conference, especially the ministerial and lay delegates at the 2017 and 2018 annual sessions of the Liberia Annual Conference of the United Methodist Church in Ganta City, Nimba County and Harper City, Maryland County respectively.
- Our General Board of Global Ministries (GBGM) Liaison and Facilitators, Partners from Europe and North America who attended and participated in our April 2018 Roundtable Conference in Ganta, Nimba County and the Partnership Summit Steering Team Committee held in November 2018 in Raleigh, North Carolina, United States of America.

- Chairperson and members of the general Strategic Planning Committee and the members of the Technical Working Group.

We give God Almighty the Honor and Glory for a wonderful exercise as we move to the future of the Liberia Annual Conference marching forward towards AN EMPOWERED, TRANSFORMED, RECONCILED AND SUSTAINABLE UNITED METHODIST CHURCH IN LIBERIA.

IN MISSION WITH A VISION,

REVEREND DOCTOR JULIUS SARWOLO NELSON, JR.  
MEMBER, TECHNICAL WORKING GROUP  
STRATEGIC PLANNING COMMITTEE  
LIBERIA ANNUAL CONFERENCE  
THE UNITED METHODIST CHURCH

## Preface



On 31<sup>st</sup> December 2016, the Episcopal Leadership of Bishop John G. Innis ended within the Liberia Area of the United Methodist Church. He had served the church for 16 years, since 17<sup>th</sup> December 2000 to 31<sup>st</sup> December 2016. He was successfully succeeded by the Reverend Samuel J. Quire, Jr., who was elected at the 9<sup>th</sup> Quadrennial Session of the West Africa Central Conference in Cote d'Ivoire on 17<sup>th</sup> December and was subsequently consecrated as Bishop of the United Methodist Church, and assigned to the Liberia Area of the United Methodist Church.

Having taken over the helm of affairs of the UMC, Bishop Quire committed himself to work along with the leadership of the Liberia Annual Conference to mobilize local resources and ensure a high degree of self-reliance of the Liberia Annual Conference in the conduct of its ministries to the people of Liberia and the world at large. But this laudable desire could not happen without a plan, a road map to guide the church under this new episcopal leadership. In order to achieve this dream, Bishop Quire proposed the need for a full assessment of the Liberia Annual Conference from a holistic perspective in order to prioritize its ministries, programs and projects and strategically engage them for the continued growth and development of the church. Against this background, he proposed the setting up of a “Strategic Plan Committee” (SPC) of the Liberia Annual Conference of the UMC. Prior to the hosting of his first Annual Conference in Ganta, Nimba County, he named a team to lead the process, with the Conference Lay Leader, Bro. Tolbert G. Nyenswah appointed as Chair of the team. The team was immediately put to work.

The work of the team commenced immediately with a series of meetings and planning. The work of the team was significantly felt at the seat of Bishop Quire’s first Annual Conference session when all delegates, about 1,500, got involved in the process of doing an assessment of the Liberia Annual Conference through a SWOT analysis in plenary sessions of both clergy and laity. The work of the committee continued thereafter to regional meetings comprising of all districts and the

one Circuit of the Conference. This document is a result of the labor of Conference officials, districts, churches and members of the Liberia Annual Conference to determine the state of the church and chart a course for its continued ministries to its members, the Liberian Community and the world at large.

The goal of the team was to gather and compile ideas, feedback, and recommendations from church members of all categories and age groupings (children, youth, young adults and adult males and females; church, district and conference officials, etc.). In addition, through a comprehensive process of listening, interviewing and surveying members of boards and agencies, heads of departments and Conference projects, the committee developed a realistic SWOT analysis of the Liberia Annual Conference, spanning a period of over sixteen years of the past episcopal administration of the church (2000-2016).

Following two years (2017-2018) of intentional consultations with members and key leaders across the church and intensive research, a five-year plan to govern the strategic direction of the church has evolved, resulting into this Strategic Plan document. The primary task of the Committee was to lead the process of the development of this document, a five-year strategic plan for the Liberian Annual Conference. This document is the fruit of that labor. As a result of this document, the Liberia Area of the United Methodist Church is well placed to pursue a new direction of church health, vitality, development, and growth under a new leadership.

This document is organized into six chapters. Chapter One introduces the Strategic Plan document, highlighting Liberia's situational analysis in the context of the church's mission and ministry to the nation and people of Liberia and the world at large. The Chapter also highlights the church's roots, birth and growth that began with the missionary enterprise of the Reverend Melville B. Cox of Edenton Street Methodist Episcopal Church in North Carolina; as well as highlights of the nation's recent crisis with the Ebola Virus Disease and implications of the devastation caused by the disease upon the church's ministry to a poverty-stricken people within a socially and economically challenging context.

Chapter Two calls attention to the strategic planning process, and points out the need for the plan, purpose, goals and objectives, as well as the importance of the church's Strategic Plan toward enhancing its continued spiritual health, vitality, growth and development. Chapter Three details

the plan and procedure that governed the process of the Strategic Plan to its logical conclusion, including the guiding questions that facilitated regional retreats and small groups discussion.

Chapter Four consists of the assessment of the programs, projects and ministries of the Liberia Annual Conferences and findings through a SWOT (Strength, Weaknesses, Opportunity and Threats) analysis process. Based on findings from Chapter Four, Chapter Five lays out clear vision and mission statements of the Conference going forward, as well as its core values and a strategic direction for the Conference, consistent with the eight focus areas or pillars identified.

Some of the eight pillars of ministry of the Liberia Annual Conference for the next five years include: *Evangelism, Spiritual Formation and Mission; Financial and Real Estate Management, Accountability & Stewardship; Agriculture & Rural Development; Education, Human Capacity Development & Outreach; and Health & Social Welfare*. Financial implications for implementing these eight pillars are taken into consideration, and strategies for funds generation are analyzed.

Chapter Six concludes the Strategic Plan document with information on fund generation strategies for general operations of the Conference for the next five years (2019-2023). Specific focus is given to budgetary allotments for *Information Communication Technology (ICT)* as cutting edge for the implementation of all eight pillars of the Plan. Given the need for ensuring effective supervisory and accountability mechanisms in the implementation of the eight pillars, the document introduces the establishment of two new operating units called the “*Supervision, Monitoring and Evaluation Unit, and the Internal Audit & Control Unit*” of the Conference. These two Units, when established, shall play the indispensable role of effectively monitoring and assessing the church’s programs and projects as well as fiscal management performance on a regular basis.

It is our ardent prayer and hope that this strategic guide will be an empowering tool enabling members, pastors, leaders of the laity, superintendents of districts, and our circuit, churches, heads of departments, boards and agencies to effectively execute the ministries, programs and projects of the church with high degree of commitment and dedication. May God grant us the grace, wisdom and fortitude to move forward as one people, striving for the faith of the Gospel as we advance the Kingdom of God in Liberia and beyond. To God be the glory.

Tolbert G. Nyenswah  
Conference Lay Leader & Chairperson, Strategic Planning Committee, LAC/UMC



## Foreword

Strategic planning is scriptural. Our God and Creator is a Visionary and Planner (Jeremiah 29:11; Proverbs 6:6-11; Matthew 25:1-13; Hebrews 11:40). While God existed before time, He envisioned creation, including the making of mankind in His own image, and birthed it into existence (Genesis 1-2). Like our heavenly Father, the church of Jesus Christ must be in the constant business of planning strategically in order to maximize its productivity and fulfill the Great Commission (Matthew 28:19; Luke 4:16-18; Acts 1:8). Thus, scripture enjoins us to ***“Write down the vision (plan) and make it plain on tablets so that a herald (the Church) may run with it”*** (Habakkuk 2:2). In consonance with this biblical mandate, the Liberia Annual Conference of the United Methodist Church (LAC/UMC) has been doing this—making strategic plans since its official formation in 1833 by the late Reverend Melville B. Cox, a Pastor of Edenton Street United Methodist Church in Raleigh, North Carolina.

Previous strategic plans by the LAC/UMC had contributed to its holistic growth process. Building upon the achievements of our predecessors in the development of this five-year plan, we are confident that the church shall thrive in its endeavor to accelerate the spread of the Gospel and make more disciples of Jesus Christ for the transformation of the world. That is why under this new episcopal administration, we, the leaders and members of the Liberia Annual Conference of the United Methodist Church have developed this document as a strategic guide and driving force toward the implementation of the programs, projects and ministries of the church for the next five years, 2019-2023.

This document identifies achievements, challenges, and priority needs of each ministry area. One of the agendas of this document is to work toward the economic sustainability of the UMC in Liberia. This is a challenge we must face head-on and overcome if the church must fulfill its mission to the world. Another benchmark of this document is to support the Christian community of Liberia on spiritual rejuvenation, economic empowerment, and tolerance of religious differences. Liberia’s 14-year civil war caused a crack in each of these components of our service to the church and society. The Strategic Plan contains other innovative ways by which the LAC/UMC can achieve its mission of making discipleship of Jesus for the transformation of the word (Matthew 28:19)

I am using this medium to express my profound gratitude to all members of the United Methodist Church Family in Liberia—our retired Bishops, the Laity, district superintendents, heads of departments, boards, agencies, organizations and fellowships, as well as members of our congregations— for being a part of our success stories in past years. I also thank the general agencies of the global United Methodist connectional system especially the General Board of Global Ministries (GBGM) and other mission partners in Europe, North America and Africa for their spiritual, technical and financial support to the Liberia Mission of the UMC to succeed in our mandate-mission, ministry, witness and service. It is my ardent hope that the over 297,308-membership of the United Methodist Church in Liberia will support this five-year strategic plan with their prayers, presence, gifts, finances, talents, and academic knowledge for the realization of our common dreams embodied in this Strategic Plan. To God Be the Glory,

Rev. Dr. Samuel Jerome Quire, Jr,  
RESIDENT BISHOP  
LIBERIA AREA  
THE UNITED METHODIST CHURCH.

## Acronyms

❖ AACC	All Africa Conference of Churches
❖ AIUMC	Africa Initiative of the United Methodist Church
❖ CBOD	Conference Board of Discipleship
❖ CBOGEM	Conference Board of General Education and Ministry
❖ CBOGM	Conference Board of Global Ministries
❖ CBOH	Conference Board of Health
❖ CBOM	Conference Board of Ordained Ministries
❖ CBOP	Conference Board of Pensions
❖ CBOT	Conference Board of Trustees
❖ CCOE	Conference Committee on Episcopacy
❖ CCM	Conference Council on Ministries
❖ CHV	Community Health Volunteers
❖ CIDNEY	Community Integrated Development Need-based Education Program
❖ CODEPRO	Community Development Program
❖ CSP	Child Sponsorship Program
❖ CRP	Child Representative Program
❖ COF	Committee on Finance
❖ CLL	Committee on Lay Leadership
❖ CCYPM	Conference Council on Young Peoples Ministries
❖ CCF&A	Conference Council on Finance and Administration
❖ CDCM	Circuit Directors on Connectional Ministries
❖ CIS	Circuit Superintendent
❖ CS	Conference Secretary
❖ CUMCM	Conference United Methodist Children's Ministry
❖ CUMCS	Conference United Methodist Church School
❖ CUMMO	Conference United Methodist Men Organization
❖ CUMWO	Conference United Methodist Women Organization
❖ CUMYAF	Conference United Methodist Young Adult Fellowship
❖ CUMYF	Conference United Methodist Youth Fellowship
❖ CWA	College of West Africa
❖ CYAM	Conference Young Adult Ministry
❖ CYM	Conference Youth Ministry
❖ DCE	Department of Christian Education
❖ DCF	District Committee on Finance
❖ DCHM	Department of Children Ministry
❖ DCM	Department of Connectional Ministries
❖ DCOMM	Department of Communication
❖ DCS	Department of Community Services
❖ DDCM	Director District Connectional Ministries
❖ DEM	Department of Evangelism and Mission
❖ DGEM	Department of General Education and Ministry
❖ DLAT	Department of Literacy and Translation
❖ DMA	Department of Ministry to the Aging
❖ DOH	Department of Health

❖ DS	District Superintendent
❖ DYYAM	Department of Youth and Young Adult Ministry
❖ EPA	Environmental Protection Agency
❖ FECCIWA	Fellowship of Christian Council & Churches of West Africa
❖ FGD	Focus Groups Discussion
❖ GBCS	General Board of Church and Society
❖ GBGM	General Board of Global Ministries
❖ GBHEM	General Board of Higher Education and Ministry
❖ GBOD	General Board of Discipleship
❖ GBPHB	General Board of Pension and Health Benefits
❖ GCFA	General Council on Finance and Administration
❖ GHTAC	Giving Hope to a Child
❖ GST	Gbarnga School of Theology
❖ HRM	Human Rights Monitor
❖ IAC	Internal Audit and Control
❖ ICT	Information Communication Technology
❖ IPC	Infection Prevention and Control
❖ IRCL	Inter-Religious Council of Liberia
❖ ITC	Information Technology Communication
❖ JJRUMS	Joseph Jenkins Roberts United Methodist School
❖ LAC/UMC	Liberia Annual Conference, United Methodist Church
❖ LCC	Liberia Council of Churches
❖ LL	Lay Leader
❖ LUMEF	Liberia United Methodist Empowerment Foundation
❖ MCH	Mother and Child Health
❖ M & E	Monitoring and Evaluation
❖ PPRC	Pastor, Parish Relations Committee
❖ RURCON	Rural and Urban Resources; Counseling Outreach & Network
❖ SPC	Strategic Planning Committee
❖ SPRC	Staff, Parish Relations Committee
❖ STEP	Skilled Training Empowerment Program
❖ SWOT	Strength, Weakness, Opportunity and Threats
❖ TOR	Terms of Reference
❖ TOT	Training of Trainers
❖ TRC	Truth and Reconciliation Commission
❖ UMCOM	United Methodist Communication
❖ UMRADP	United Methodist Rural Agricultural Development Program
❖ UMU`	United Methodist University
❖ UMVIM	United Methodist Volunteer in Missions
❖ WACC	West Africa Central Conference
❖ WCC	World Council of Churches
❖ WFMUCW	World Federation of Methodist and Uniting Church Women
❖ WMC	World Methodist Council
❖ WPLBHS	W. P. L. Brumskine High School
❖ WVSTGHS	William V. S. Tubman Gray High School
❖ YF/YAF	Youth Fellowship/Young Adults Fellowship

## **Chapter One: Introduction**

The Liberia Area of the United Methodist Church is in pursuit of a new direction for church health, vitality, development, and growth under a new leadership. This effort is considered a new beginning under a new leadership. In order to achieve this goal, the leadership team under the episcopal guidance of the Reverend Dr. Samuel J. Quire, Jr., embarked upon a strategic plan that would evaluate the church's past, understand its current contextual realities for doing effective ministry, and anticipate a future for sustainable church development and growth under the leadership of the Holy Spirit. Following two years (2017-2018) of intentional consultations with leaders of districts, circuits, departments, boards, and agencies of the Liberia Annual Conference; evaluations, and intensive research, a plan to govern the strategic direction of the church has evolved.

### **A. Background to the Strategic Plan**

On 31<sup>st</sup> December 2016, the Episcopal Leadership of Bishop John G. Innis ended within the Liberia Area of the United Methodist Church. He had served the church for 16 years, since 17<sup>th</sup> December 2000 to 31<sup>st</sup> December 2016. He was successfully succeeded by the Reverend Samuel J. Quire, Jr., who was elected at the 9<sup>th</sup> Quadrennial Session of the West Africa Central Conference in Cote d'Ivoire on 17<sup>th</sup> December and subsequently consecrated as Bishop of the United Methodist Church, and assigned to the Liberia Area of the United Methodist Church.

Having taken over the helm of affairs of the UMC, Bishop Quire committed himself to work along with the leadership of the Liberia Annual Conference to mobilize local resources and ensure a high degree of self-reliance of the Liberia Annual Conference in the conduct of its ministries to the people of Liberia and the world at large. But this laudable desire could not happen without a plan, a road map to guide the church under this new episcopal leadership. In order to achieve this dream, Bishop Quire proposed the need for a full assessment of the Liberia Annual Conference from a holistic perspective in order to prioritize its ministries, programs and projects and strategically engage them for the continued growth and development of the church. Against this back ground, he proposed the setting up of a "Strategic Plan Committee" (SPC) of the Liberia Annual Conference of the UMC. This Strategic Plan document of the Liberia Annual Conference of the United Methodist Church is the fruit of that initial dream Bishop Quire shared two years ago. It is



further indicative of the high level of team spirit and teamwork among leaders under the new episcopacy.

This document constitutes the strategic guide and direction of the Liberia Annual Conference of the United Methodist Church (LAC/UMC) for the next five years, (2019-2023). Its contents place the UMC in Liberia on wheels, taking a holistic development journey into the future of the church's life and ministries.

As you read through this document and the eight ministry pillars that have been identified as the bench marks and focus of ministry of the Liberian Annual Conference over the next five year, we invite you and the people called United Methodists at home and abroad to join our efforts and partner with us on this journey toward a holistic transformation of the LAC/UMC.

The document contains an evaluation of the ministries of the church during the past four quadrennials, 2000 to 2016. It identifies the church's achievements, challenges and priority needs, based on empirical data analysis, and provides guidance and direction toward the implementation of eight ministry pillars or focus areas of the church over the next five years, 2019-2023.

Thus, this document provides the strategic implementation plan that the LAC/UMC has determined to follow to the glory of God in its commitment to lead people to faith in Jesus Christ, and make more disciples of Christ, and ensure the sustainable growth and development of the United Methodist Church in Liberia. It is our ardent prayer and hope that this strategic plan document shall serve as an empowering tool enabling members of the Liberia Annual Conference to effectively execute the ministries, programs, and projects of the church with a high degree of *commitment, dedication, quality, competence and character*. WELCOME ON BOARD!

## **B. Liberia Situation Analysis**

The Republic of Liberia is black Africa's oldest independent nation, an independence declared on 26 July 1847 by leaders of freed slaves from the Americas who had settled among the indigenous peoples of Liberia. They constituted themselves into colonies, and later in a Commonwealth before declaring themselves a sovereign nation in 1848. Liberia, like Ethiopia was never colonized. Liberia is a small country with a population of about 4.5 million. Liberia occupies an area of 111,369 square kilometers (43,000 sq. miles). Situated on the West Coast of Africa, it is bordered

to the west by the Republic of Sierra Leone, to the north by Guinea, to the east by Cote D'Ivoire and to the south by the Atlantic Ocean. Liberia has a tropical climate.

Liberia is made up of sixteen major ethnic groups comprising of many language people groups. The population is a mix of the indigenous people who constitute about 96%, and remnants of the descendants of the settlers who make up about 1.5%. The remaining 2.5% is comprised of other non-tribal English-speaking people, (the Lebanese, Indians, and other West African nationals) residing and working in Liberia.

Before the advent of Christianity in the early 19<sup>th</sup> Century, Liberia, then called the Grain Coast, was a land of traditional religious practices and strongly entrenched in institutionalized secret societies. The presence of the church over the decades, beginning with the Baptists, Methodists, and Presbyterians, has done much to holistically transform the nation. Now, over 40% of its population are members of various Christian denominations, with the United Methodist church as the largest Christian denomination serving in Liberia.

### **C. Crises of the Recent Past**

In recent decades, Liberia has witnessed some of the worst atrocities in human history resulting from its 14 years of civil war (1989-2003) that claimed the lives of more than two hundred fifty thousand (250,000) and reduced the nation to a failed State about a decade and half ago. While resurrecting from that devastation, the nation was again hit by the Ebola Virus Disease that also took away many precious lives and wrecked the economy.

Therefore, the nation and its peoples have been undergoing severe socio-economic hardship, compelling many to live below the poverty line. The United Methodist Church, as a *wounded healer*, continues to proclaim the Gospel of Jesus Christ and give hope to the hopeless. All our partners throughout our global connections have been a major support to our endeavor during these crisis times to continue to be a witness to the gospel in difficult circumstances, for which we remain grateful.

### **D. Liberia's UMC: Roots, Birth and Growth**

The Liberia Annual Conference of the United Methodist Church was established in 1833 by the late Reverend Melville B. Cox. He was sent from the Edenton Street United Methodist Church, Raleigh, North Carolina. He was the first Methodist Missionary from America sent by the General

Conference to serve outside of America. Even though some of the earlier emancipated slaves to Liberia of Methodist background had begun “Camp Fire” meetings and various forms of evangelistic outreaches to communities as early as 1821, that decision by the General Conference to send Cox to Liberia made “*the Liberia Mission*” the first Methodist Episcopal Church Mission to Africa. The establishment of the Methodist Mission at that early beginning of our nation made it one of the first churches to be planted on the soil of Liberia.

Although he served in Liberia for only four months before his demise (March-July 1833) due to poor health, before his death, Cox planted the seed of the gospel that is still germinating and growing today. While on his dying bed, Cox wrote back to his home church these words, “***Though a thousand fall, let not Africa be given up.***”

In joyful response to his “*Macedonian call*,” many other missionaries followed him and continued the work in Liberia, ending with Bishop Prince Albert Taylor in 1965. Indigenous leaders took over the helm of leadership, beginning with Bishop Stephen Trowen Nagbe in 1965. The leadership team of the Liberia Episcopal Area remains grateful to all its partners for sustaining the missionary zest of Rev. Cox over the decades of ministry with the Liberia Area. His call not to give up on doing ministry with the church in Africa still resonates with many partners and friends of the UMC in Liberia, resulting to church development and growth.

The LAC/UMC now operates several mission stations. Major among them are: The Ganta United Methodist Mission, established in 1926; the Gbarnga United Methodist Mission, established in 1947; the Camphor United Methodist Mission, established in 1947; and the Gbason Town Mission, established in the early 1970s. Two other mission stations that existed in the early history of the church were the King William’s Town Mission Station, established in 1929, and the Barclayville Mission Stations, established in 1933. Other Mission Stations recently established by the LAC/UMC are the Gbarpolu Mission Station and the Weala Mission Station.

The purpose of these stations has been to evangelize, make disciples, plant new congregations, construct schools, and clinics, and meet other basic needs of the communities in which they exist. Offering basic social services to the poor and needy has been a powerful strategy for accelerating

the spread of the Gospel among Liberia's people groups. We want to continue to share the love of God in this way, with the support of our partners.

### **1. Mission and Structure**

The Liberia Annual Conference now has a membership of over 297,308 (LAC/UMC Statistics, 2018). This membership is strategically structured into conference organizations of men and women, fellowships of youth and young adults, and children's Ministry. This structural organization of the church facilitates the active participation of every person, irrespective of age, tribe, sex, social or economic status. They include:

Twenty districts and one Circuit of the Conference

The Conference United Methodist Men Organization (CUMMO)

The Conference United Methodist Women Organization (CUMWO)

The Conference United Methodist Young Adult Fellowship (CUMYAF)

The Conference United Methodist Youth Fellowship (CUMYF)

The Conference United Methodist Children's Ministry (CUMCM)

The Conference United Methodist Church School (CUMCS)

### **2. Institutions**

Currently, the Liberia Annual Conference operates several academic institutions at all levels—primary, elementary, junior high, secondary, and tertiary; as well as a teaching hospital and several health centers across the country. Some of its major high schools include College of West Africa (CWA), founded in 1839 and located in Monrovia; J. J. Roberts United Methodist High School, located on 12<sup>th</sup> Street, Sinkor; Williams V. S. Tubman-Gray High School, located in Gbarnga, Bong County; Ganta United Methodist High School, located in Ganta, Nimba County; W. P. L. Brumskine High School, lower Buchanan, Grand Bassa County. (See Appendix 13 for listing of schools).

In 2000, the LAC/UMC began operation of the United Methodist University (UMU) in response to the need for quality college education for the growing population of young people in Liberia and the West Africa sub-region in general. Today, the UMU operates seven (7) colleges across four (4) campuses in Liberia. The colleges are: Management and Administration, Theology, Health

Sciences, Liberal and Fine Arts, Science and Technology, Agriculture, and Education. The University also operates the Bishop John G. Innis Graduate School of Theology.

Due to its growing student population resulting in overcrowded conditions and inadequate teaching and learning experiences at its downtown Monrovia Campus, the UMU has embarked upon a capital campaign project to relocate to a 54-acre land space on the Roberts International Airport Highway. The capital campaign project is targeted to raise thirty-four million United States Dollars (**USD \$34,000,000.00**) for the relocation over a period of ten years. Within the next five years, the University is committed to mobilizing about half of this amount to commence the construction of its new campus.



## **Chapter Two: The Liberia Annual Conference Strategic Plan Process**

The strategic plan process was undertaken based on the understanding that the Liberia Annual Conference has a unique past, a present and an anticipated future, all of which contributes to its present state and future potential.

### **A. Rationale for the Strategic Plan**

Why a strategic plan for the ministries of the United Methodist Church in Liberia at this time and season? Simply put, it is because our God is a visionary and planner. Before all of creation came into existence, God planned for their making (Genesis 1:3-28). God encourages his people to envision and plan so that the church's mission and ministries might impact not only the current generation, but generations yet unborn (Habakkuk 2:2-3).

### **B. The Need and Justification**

The below listed counts constitute a summary of the justification for this five-year strategic plan for the LAC/UMC:

1. The new leadership of the Liberia Annual Conference wanted to proceed with ministry of the church based upon critical assessment derived from a strategic plan
2. We needed to do a critical assessment of our financial stewardship to determine root causes of challenges and the way forward
3. The Conference needed to chart a new course under this new episcopal leadership toward enhancing the continued growth and development of the Church
4. The Conference needed to develop new mechanisms for mobilizing and amassing local resources (human, financial, and material) and for fostering its partnership relationship that would be mutually benefitting

### **C. Purpose**

The ultimate purpose of this project, based on findings from a SWOT analysis, was:

- To promote the spiritual health and vitality of the church;
- To enhance the effectiveness and efficiency of the church;
- To ensure revitalization and self-renewal of the church's ministries, programs and projects;
- To enable and empower church leaders to be innovative and proactive in the performance of their responsibilities; and

- To foster healing, peace and reconciliation among its members and the nation at large.

#### **D. The Importance of a Strategic Plan**

Strategic planning is indispensable for the sustainable growth and development of any institution. Someone has said, “*Failure to plan is planning to fail*”. Strategic planning enables, the individual, family, church or institution to set realistic goals and objectives for implementation. In addition, strategic planning for the church is indispensable for the following reasons:

1. Focuses the Church on its priority needs, projects, programs and ministries
2. Motivates its members and leaders to become proactive in the performance of duty
3. Clarifies the purpose of the church regarding its values, vision and mission
4. Encourages team work, partnership and networking in the utilization of gifts and graces
5. Generates commitment, dedication, and inspiration of leaders and members of the church
6. Positions the church for effectiveness, efficiency, and coordinated and quality services towards its future ministry.

#### **E. Goals and Objectives**

The Strategic Plan has set goals and objectives for its implementation. They are as follows:

1. To engage representative leaders of districts, churches, organizations and fellowships of the Liberia Annual Conference of the UMC into a SWOT analysis of the LAC/UMC
2. To introduce leaders and members of the LAC/UMC to the concept of project cycle
3. To expose leaders of the church to program planning, implementation, and strategy for local mobilization of resources
4. To provide proper mechanisms for monitoring and evaluation, as well as supervising programs and projects.

The general objective of this project was to enhance the ministry performance of the church through all its stakeholders and provide guidelines for effective monitoring and supervision of its services to the Liberian community and society at large. This instrument will help leaders of the

church to carry out ministries, programs and projects based upon priority needs and the practice of honest Christian stewardship.

The following are specific objectives for developing this strategic plan:

1. To expose leaders and members to the mission and priority ministries of the LAC/UMC
2. To enable the church to focus on the ultimate purpose for its existence-to make disciples of Jesus Christ for the transformation of the world (Matthew 28:18-19)
3. To do an assessment of the financial management policies and procedures of the Conference in order to foster the practice of honest Christian stewardship
4. To develop strategies for the enhancement of effective ministries across the Conference
5. To draw up short term, middle term and long-term plans of action for the LAC/UMC

#### **F. Strategy**

In order to develop this plan, the Strategic Planning Committee (SPC) implemented the following strategies:

1. Solicited the full cooperation and support of the office of the Episcopal leader regarding the needed funding to carry out the plan
2. Solicited the full participation of leaders and members of districts, churches, organizations of the men and women, the fellowships of the youth and young adults, as well as heads of departments, heads of agencies, heads boards, and staff members of the Central Office of the Liberia Annual Conference
3. Identified skilled trainers of the SPC Team and coordinated regional facilitation of the plan
4. Regional training and engagements were facilitated in strategic locations of the country/Conference to ensure that every district participated in the exercise.

#### **G. Duration and Participants**

The development of this Strategic Plan lasted for a period of two years, February 2017 to December 2018. This length of time was necessary to ensure that every district was included in the process, and every board, agency, department, and projects participated; and that partners within our connectional system had an input regarding areas of their partnership with us.

A total of 292 leaders and members of the UMC participated in the Strategic Plan exercise. The below statistics indicate the number of participants in the regional retreats:

- a) The Southeast Districts Regional Retreat :74
- b) The North-Central Districts Regional Retreat : 78
- c) The Monrovia Retreat for Conference Officials and Staff : 65
- d) The Southwest Districts Regional Retreat : 75

## **Chapter Three: Plan and Procedure**

This chapter discusses the plan and procedure that were adopted to ensure that all the 20 districts and one circuit as well as staff and personnel of the Liberia Annual Conference were covered in the planning process. Therefore, this document is a result of the contributions of Conference officials, districts, circuit and churches, and members of the Conference in our effort to determine the contextual realities of the church from a holistic perspective, and thereby chart a new course for its continued ministries to its members, the Liberian people, and the world at large.

### **A. Guiding Questions**

In order to facilitate this project and achieve its desired goals and objectives, the Strategic Planning Team first developed three guiding questions to stimulate discussions amongst United Methodists across the conference and solicit general feedback from the church. The questions were:

1. What is the current state of affairs of the United Methodist Church in Liberia ((spiritual, physical, and economic health) in terms of its life, mission, and ministries?
2. How did the church get to be where it is- what have been some contributing factors, whether good or bad?
3. Where do members want to see the Liberia Annual Conference of the United Methodist Church in ministry within the next five years, 2019-2023?

### **B. Regional Organization of Districts**

These questions were first tested at the seat of the 184<sup>th</sup> Annual Session of the Liberia Annual Conference, held with the Gompa District in Ganta, Nimba County, from 13-19 February 2017. These three questions were discussed at length at the plenary sessions of both the laity and the clergy. The findings from both sessions provided significant information for the SWOT analysis of the church, spanning the period, 2000 to 2016. The inputs generated from both plenary sessions also enabled the team to develop a relevant survey questionnaire, in addition to the three guiding questions to take to various districts of the Conference as part of the evaluation process.

Next, the Team organized the twenty districts and one circuit of the Liberia Annual Conference into regions in order to conduct assessment retreats with them. Two of the regions comprised of seven districts, and the other consisted of six districts and the one circuit of the Conference. Aside

from these three regional retreats, a special retreat was organized in Monrovia for conference officials, heads of departments, heads of program agencies and heads of boards.

The purpose of the regional retreats was to facilitate conversation among United Methodists across the length and breadth of Liberia and ensure that every district participated in the process of the strategic plan. The ultimate purpose of these retreats was to collect relevant data to inform the Strategic Plan. The aim of the data collection process was to provide the Liberia Annual Conference with an overview of its ministry performances in the context of its overall mission to its members, the Liberia community, and the world at large, thereby providing a roadmap for a more efficient ministry to the church and society. Districts near one another were grouped into a region to reduce logistical challenges.

Every retreat session started with corporate worship and prayer and concluded in similar manner. All the districts participated by rendering traditional songs during the services. The survey questionnaire was administered, followed by the Focus Groups Discussion (FGD) sessions. Participants were actively engaged in the process as discussions were stimulated by many questions and answers.

The assessment process was built on John Wesley's Three Simple Rules: "*Do no harm; do good; and stay in love with God*". This was done to ensure that the process was guarded by a friendly and peaceful atmosphere, and to ensure that no participant would feel intimidated because of divergence of opinions. Therefore, prior to the commencement of any of the evaluation or assessment sessions, a pep talk was given to bring participants to a common understanding of the process. The practice of regular prayers, and the principles of love and support were highly exhibited by participants throughout the exercise.

Two approaches were used to solicit the responses from participants at the retreat sessions. An assessment questionnaire comprising of 74 questions was developed from the original three guiding questions for each participant to respond to. Second, participants were organized into focus groups to discuss the life and ministries of the church. At the commencement of the assessment sessions, participants were informed that outcomes from the assessment would be used constructively to facilitate the ongoing growth and development of the Liberia Annual Conference. With that clarity made, participants were asked to prayerfully consider each item in the

questionnaire before responding. At the close of each retreat session, participants congregated for a time of prayer for the church, the ongoing process, and the nation.

There were some participants at the various retreats who were challenged by the English language, the primary medium of communication at each of the retreats. Recognizing this challenge, accommodations were made for them to ensure that translators were provided to read the questions to each of them and listen out for their responses. This solution eased the process, and everyone freely participated. Members of the Strategy Plan Team were handy to provide answers to questions that came out from participants.

Region one, called the Southeastern Region, consisted of six districts of the Conference located within the southeastern part of the country- Cape Palmas, Garraway, Kru Coast, Nana Kru, Sinoe, and Grand Gedeh Districts, and the only circuit in the Conference, Barrobo Circuit. The host district was the Cape Palmas District, and the venue was the Jaspar S. Grant Memorial United Methodist Church located in Pleebo, Maryland County. That retreat took place from Friday to Sunday, March 24-26, 2017.

Region two, called the Northcentral Region consisted of seven districts-Kokoyah, Gbarnga, Jorquelleh, Weala, Lofa River, Gompa, and Tappita Districts. Region three, called the South-Western Region, consisted of the remaining seven districts located in this part of the country- Monrovia, St. Paul River, Kakata/Farmington River, Grand Bassa, Rivercess, Morweh and St. John River Districts. The host district was the Kokoyah District, and the venue was the Kuoo Henry UMC, located in Gbarnga, Bong County. That retreat was conducted on May 26, 2017.

Following the implementation of the first two retreats, a special retreat was held for Annual Conference officials, heads of departments, heads of program agencies and heads of boards, and a select group of staff persons serving at the Central Office of the Liberia Annual Conference. That special retreat was called the Monrovia Retreat, and took place at the Mildred Page Hall of the Stephen Trowen Nagbe UMC, located on 13<sup>th</sup> Street at Tubman Boulevard, Sinkor, Monrovia, 4<sup>th</sup> August 2017. Following that, the third and final regional retreat was conducted within the Southwestern region of the country. The host district for the retreat held in Region Three was the St. John River District, and the venue was the Mount Galilee UMC located in Buchanan City, Grand Bassa County. The retreat took place on Saturday, August 5, 2017.

Ten delegates comprising of lay and clergy members represented each district and circuit at each of the regional retreats; while all heads of departments, boards, and agencies, along with a select group of staff persons, attended the special Monrovia retreat.

### **C. Participants' Demography and Description**

What follows is a description of participants' demography and engagements at each of the retreats conducted at the regional level, as well as the special one conducted for key Conference officials and staff who work for the Liberia Annual Conference, and whose services are primarily concentrated at the Central Office of the Conference on 12<sup>th</sup> Street at Tubman Boulevard, Sinkor, Monrovia.

#### **1. Southeastern Region Retreat**

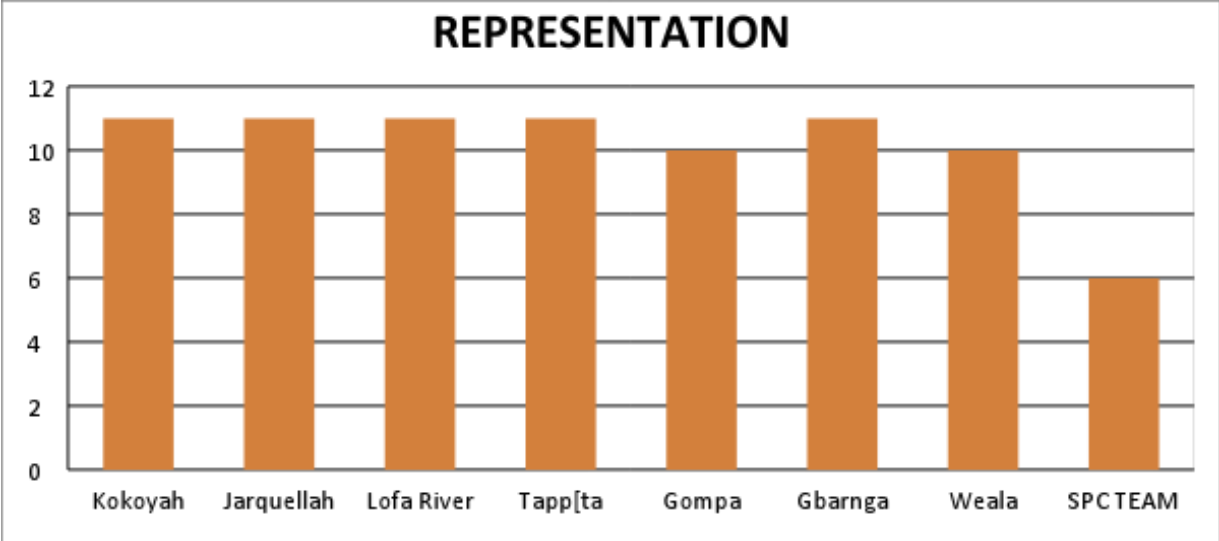
The Southeastern Region Retreat brought together a total of 74 participants and three facilitators representing the Strategic Planning Team. Participants responded to 74 questions that had been developed into a questionnaire based on the three guiding questions that began the process. The survey questionnaire covered all major areas of the life, mission, and ministries of the UMC in Liberia, primarily evaluating its ministries during the period spanning 2000 to 2016. Each participant received a questionnaire booklet and responded independently.

After responding to the questions, participants were organized into four groups to participate in a focus group discussion. There were four questions that guided the focus group discussion. They all participated in their groups, discussing and responding to the four questions. Responses were recorded on postal sheets. Following that, they gathered in plenary to share their findings. Findings from the FGD informed the SWOT analysis.

#### **2. Northcentral Region Retreat**

This retreat brought together a total of 81 members comprising of 75 participants from the seven districts and six SPC facilitators.

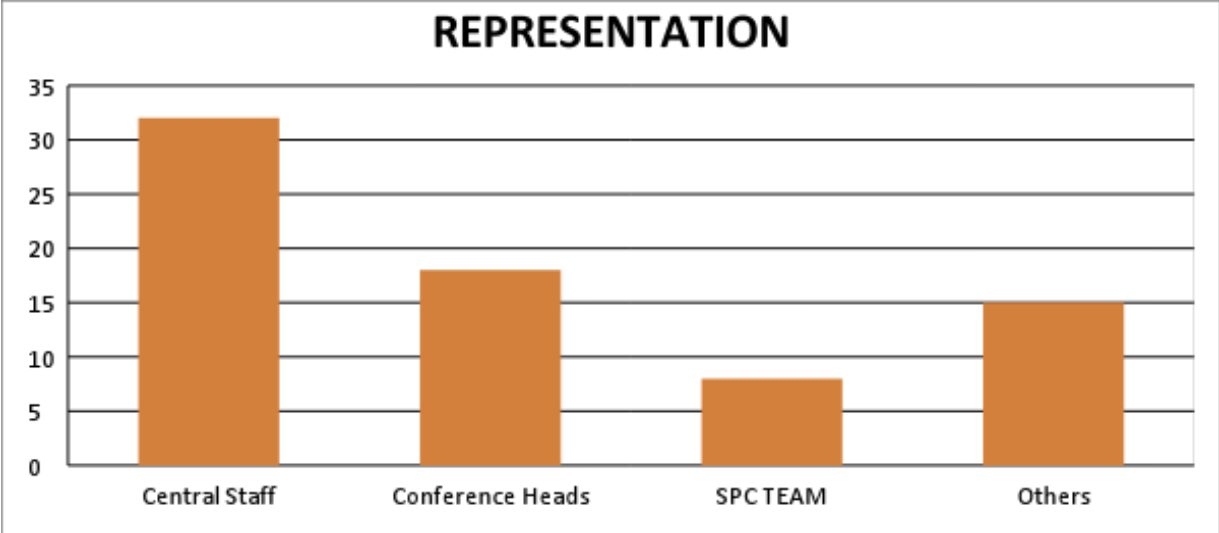




Also, based on the three leading questions that were used for the Southeastern Region Retreat, and the questionnaire developed therefrom, the participants at this retreat responded to the 74-survey questions which covered all major areas of the life, mission, and ministries of the Annual Conference. All the procedures utilized at the first retreat to generate the needed responses from participants in response to the questionnaire as well as the FGD were similarly employed at this retreat, and results generated, compiled, and collated.

**3. Monrovia Retreat**

The Special Monrovia Retreat took place at the S. T. Nagbe United Methodist Church, located on 13<sup>th</sup> Street at Tubman Boulevard, Sinkor, Monrovia. The event was conducted on 4<sup>th</sup> August 2017 and brought together 65 participants and 8 facilitators.

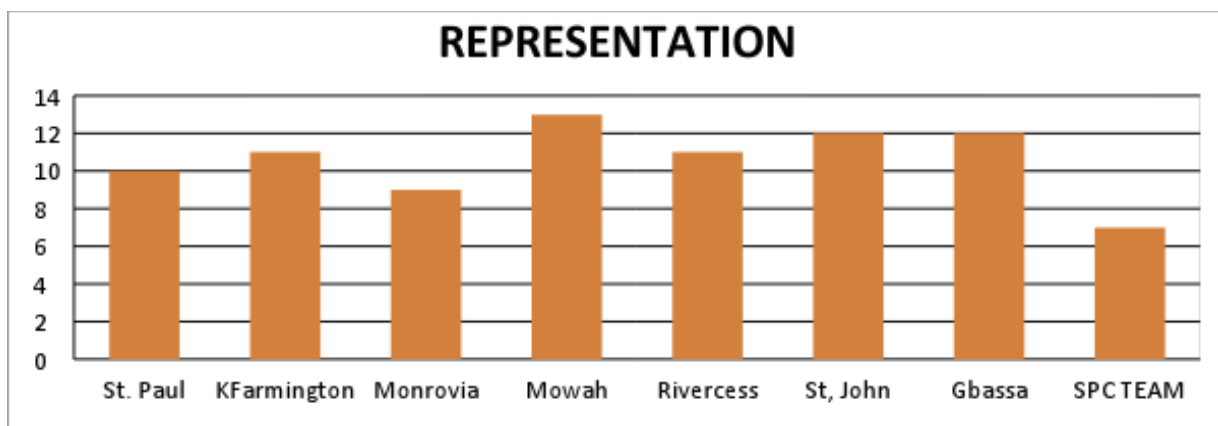


The same procedure that governed the facilitation of the previous two retreats guarded the process of this retreat. The same questionnaire and focus group questions were used and the findings compiled and collated. Unlike the previous two retreats, the Monrovia Retreat did not experience the challenge of some participants not being able to communicate in the English language. As a result, the process ran faster than at the previous two retreats.

Like the previous retreats, the survey covered all major areas of the life, mission and ministries of the Liberia Annual Conference. Each participant received a questionnaire booklet and responded independently. But, unlike the previous two retreats where participants responded to 74 questions, participants at the Monrovia Retreat responded to an additional 7 questions, increasing theirs to 81 questions. These additional questions came about because of inquiries that some conference officials made which were necessary for the full engagement and response of all participants from their individual perspectives.

#### 4. Southwest Region Retreat

The Southwest Region Retreat brought together a total of 85 persons comprising of 78 participants from the seven Districts and 7 SPC team facilitators. All processes utilized in previous retreats were employed in this retreat, including participants’ response to the questions and their participation in the FGD session. And the results were generated.



## Chapter Four: Assessment of the Liberia Annual Conference

This chapter provides statistical information on participants of the strategic plan, and a strategic analysis of their responses to all of the exercises conducted with them (plenary sessions of laity and clergy on evaluation of the Conference, questionnaire, focus group sessions, validation of findings with Conference leaders and members, etc.) in order to determine the current state of affairs of the Liberia Annual Conference of the United Methodist Church; and strategic steps the church would need to engage, moving forward. The assessment covered the period from 2000 to 2016 (the four quadrennia of the past episcopal leadership).

### A. Participants

At the commencement of the strategic planning exercise, in mid-February 2017, more than 1,500 delegates of the Liberia Annual Conference, at its 184<sup>th</sup> Annual Conference Session, convened with the Gompa District in Ganta, Nimba County. participated fully in a strategic assessment of the Church. They represented delegates from all 20 districts and one circuit of the Liberia Annual Conference.

At the regional retreat level, a total of 292 persons comprising of youths, young adults, and adults, including Conference officials and clergy persons participated in the strategic planning exercises. Of this population, 206 were male respondents and 86 were female respondents. Majority of the respondents were young adults and adult members of the church (age 26 and above). The chart below shows the gender distribution of male and female participants consistent with age groupings within the Book of Discipline of the United Methodist Church.

Table 1. Distribution of respondents by sex and age

Age group	Male	Female	Total
12-18	49	7	56
19-30	84	28	112
31 +	73	51	124
Total	206	86	292

## **B. Assessment Procedure and Questionnaire**

At the plenary sessions of the clergy and laity mentioned above, more than 1,500 delegates responded to the three guiding questions (see page 11). In their response, they pointed out some achievements of the LAC/UMC considering all the programs and ministries areas of the church; indicative of the church's areas of strength; and some aspects of the mission and ministries of the church that they felt were inadequately performing; indicative of areas of challenges or weaknesses. Envisioning the future of the church under its new episcopacy, coupled with the spirit of warmth from most sectors of the church that had embraced this new beginning, they also shared some high prospects. They took cognizance of the stringent economic hardship that had engulfed the nation and some existing social factors that are sources of potential threats to the life and ministries of the church; the nation's volatile context and fragile peace, as Liberia was still recovering not only from the brunt of its 14 years of civil war, but the Ebola virus disease that had recently devastated the nation.

At the regional retreat sessions with 292 participants, each participant responded to a questionnaire and participated in a focus group discussion (FGD). There were four questions that guarded the FGD. These questions assessed the areas of strength, challenges or weaknesses, opportunities and potential threats. The four questions that guarded the FGD were:

### **1. Questions Assessing Strengths**

- a) What are some achievements of the Liberia Annual Conference of the United Methodist Church (LAC/UMC) that you are excited about?
- b) What are some of the ministry activities and programs of the LAC/UMC that are impacting your life and that of the whole church to a large extent, as well as the Liberian community?

### **2. Questions Assessing Weaknesses**

- a) What are some aspects of the life, mission and ministries of the LAC/UMC that you are not excited about?
- b) What are some things you feel the LAC/UMC needs to stop doing or do differently?

### **3. Questions Assessing Opportunities**

- a) What are some of the things within the ministry context of the churches, districts, and Annual Conference that you think the church could utilize to enhance its growth and development?
- b) What are some existing resources or opportunities locally or internationally that the LAC/UMC needs to tap upon in order to enhance its continued growth?

### **4. Questions Assessing Threats**

- a) What are some unmet needs you see within the churches, community, districts, or the Annual Conference at large that the church needs to prioritize?
- b) What are some behaviors, attitudes, and practices the church and its leaders must avoid so as not to destroy the image of the church or compromise the integrity of the message of the Gospel of Jesus Christ in the fulfillment of its mission to make disciples?

Participants were divided into four groups. Each group responded to the four questions. They recorded their answers on postal sheets. Following that, they gathered in plenary to share their findings. Their responses to both the FGD and the questionnaire provided an overall assessment of the mission and ministries of the Liberia Annual Conference over the past four quadrennials (2000-2016).

#### **C. Assessment Analysis**

Responses from all the exercises were compiled and collated. They constitute the overall assessment of the Liberia Annual Conference of the United Methodist Church by all participants (See Appendix Eleven for details).

<b>ASSESSMENT ANALYSIS OF THE LIBERIA AREA OF THE UMC (2000-2016)</b>			
<b>STRENGTH</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Scholarship opportunities	Poor Teamwork, elements of disunity	Connectional nature of the global UMC	Human Sexuality
Community Services	Inadequate financial management	New Training resources (Alpha Course & ILI)	Poor representation of YF & YAF in Conf. decision-making
Women Empowerment	Poor human relationship	GBHEM Scholarship Opportunities available	Misplacement of personnel
Trained Leaders	Program-focused Ministry	leadership potential among clergy & Laity	Most Conference positions Urban-based
Church Growth	Inadequate Pastors' Support	Increased Church Growth	Inadequate salaries & benefits for Pastors
Improved Communications	Poor accountability and stewardship	Conference-wide Leadership Training	Mismanagement of Conference Resources
Ministry to the Aging	Centralized Ministry	Improved Ecumenical Relationship	Full-Time Pastors in serving part-time
Strong Advocacy	Decline in Conference Agricultural Program	Increased & Advanced Clergy Education	Active pastors Aspiring for political positions
Financial Contributions to Global Church	Inadequate District-level Evangelism Program	Vast Agricultural Land Available Across Conf.	Spiritual Vitality weakened in some congregations
Serving the church local and globally	Poor monitoring and supervision	UMC Members serving in major public & Private Sectors	Inadequate Spiritual Discipline in churches and institutions
Offering Advanced Theological Education	Church Programs lack spiritual depth	Book of Discipline Available	Inadequate Conference-wide Family Life Ministries
Vibrant Worship	Church Land & Property not deeded	Organized and Structured Church	High degree of ethnic-tribal sentiments
Strong Organizations and Fellowships	Incompetent Personnel in Strategic Positions	Respect for Human Rights	Prolonged Conflict & disagreement
Organized and Structured church	Low morality among some key leaders	Freedom of Worship	Bad Road condition nation-wide
Large Population	Dependency	Stable National Government	Unfair Labor practice
Nation-wide Presence of the UMC	Poor implementation of Church Projects	Bible Translation into Liberian Languages	High National Youth unemployment
	Lack of Logistics for Ministry	UMC Education and Health Institutions	Economic Hardship
	Undeveloped Assets		High rate of Poverty

## **Chapter Five: Strategic Direction of the Liberia Annual Conference**

The Liberia Area of the UMC celebrates its level of our achievements and contributions to the church and people of Liberia in fulfillment of its mission to make disciples of Jesus Christ for the transformation of the world. However, given the findings of the strategic assessment of the Conference, the church acknowledges several constraints that have impeded its overall growth and development, especially over the past four quadrennia (2000-2016). The findings from the assessment have clearly laid out the challenges and constraints which the church must address moving forward.

Because of the findings, participants initially identified twelve (12) pillars or ministry focused areas that the church would engage over the next five years (2019-2023) in order to ensure coordination, efficiency, effectiveness, and improve its ministries and services to the community and society at large. At the seat of the 185th Annual Conference Session of the church, held with the Cape Palmas District, from 12<sup>th</sup>-19<sup>th</sup> March 2018, a preliminary draft of the strategic plan document was presented to the Conference in order to validate the initial findings, prior to the development of the final draft. The validation was done, and facilitators submitted couples of recommendations to the Strategic Planning Committee for consideration.

From 17<sup>th</sup> to 21<sup>st</sup> April 2018, a second major review of the document was carried out with the participation of partners of the Liberia Area of the UMC. The event took place at a Round Table Conference organized by both the Conference and its partners in Ganta, Nimba County. At that meeting, the twelve pillars or priority areas of ministry were critically reviewed by both conference leaders and partners and eventually reduced to eight (8) ministry pillars with Information and Communication Technology (ICT) as the cutting edge across all pillars; consistent with the vision and mission of the church.

### **A. Vision**

To grow a Christ-centered, united, reconciled, and prophetic church through leaders empowered by the Holy Spirit for the evangelization of the nations, revitalization of the church and transformation of society.

## **B. Mission**

The mission of the church is to make disciples and develop leaders to grow vibrant indigenous congregations that are self-governing, self-supporting and sustaining, self-propagating and self-theologizing with global impacts.

## **C. Core Values    CORE VALUES OF THE LAC/UMC**

Values are the beliefs that the church ascribes to, holds in high esteem as worthy principles that serve as basis for its existence; the driving force for its service to God, members of the church, the poor and needy and to the world at large. The following constitutes the core values of the Liberia Area of the UMC:

- a) Spirituality
- b) Integrity
- c) Honesty
- d) Accountability
- e) Transparency
- f) Tolerance
- g) Commitment
- h) Faithfulness
- i) Respect
- j) Biblical, Theological and doctrinal Wesleyan Heritage
- k) Love, unity, care and concern for one another
- l) Advocacy

## **D. Strategic Direction-Eight Pillars of the UMC in LIBERIA (2019-2023)**

Having carried out a thorough assessment of the church through a detailed SWOT Analysis, and having clearly established the vision, mission and core values of the church, the following constitutes the eight strategic bench marks, pillars or direction of the UMC in Liberia, over the next five years (2019-2023), toward its continued sustainable growth and development. They are:



#	Pillar	Strategic Objective
1	Evangelism, Spiritual Formation and Mission	To enhance evangelization, discipleship, church planting and growth within the local church, circuits and districts of the Liberia Annual Conference
2	Financial and Infrastructure Management, Accountability & Stewardship	To develop an effective management system that facilitates honest Christian stewardship of the Liberia Annual Conference
3	Agriculture & Rural Development	To revive and develop agricultural programs within every district of the Liberia Annual Conference toward enhancing food security and income generation for economic growth
4	Education, Human Capacity Development & Outreach	To revitalize the education system of the Liberia Annual Conference through the provision of contextually relevant training resources, healthy teaching and learning environments, quality and competent educators
5	Health & Social Welfare	To increase access to quality holistic health-care delivery and social services that are affordable and meet the needs of the most vulnerable communities of Liberia, with a commitment to be a reliable provider of critical health-care services in disadvantaged regions through its health institutions and community outreach programs.
6	Peace, Reconciliation and Unity	To foster Conference-wide peace, reconciliation and advocacy programs and activities through collaboration, coordination a cooperation among all stakeholders toward strengthening the unity of the church
7	Age – Level Ministries	To revitalize the ministries of the Children, Youth and Young Adult Fellowships, Men and Women Organizations of the Liberia Annual Conference through the development of their resource capacities (human, material, financial, etc.), and relevant projects and programs for their sustainable growth.
8	Ecumenical Relations and Connectional Partnerships	To revitalize and reactivate the collaboration, partnership and network of the Liberia Annual Conference with ecumenical partners, institution and organizations for mutual benefits

## **E. Implementation**

While these eight pillars have been identified, the evangelization thrust of the church and Information Communication Technology (ICT) remain indispensable to every aspect of ministry within the Liberia Annual Conference. They are the driving force for sustaining the growth of the church and enhancing ministries, program implementations, and for fostering partnerships.

Therefore, as a ministry policy, the Conference commits to ensuring that every local church, circuit, district, department, board and program agency sustains the evangelistic thrust, and utilize ICT for information sharing in a timely manner. The Conference shall also develop a system for data collection, storage and archiving. In partnership with the United Methodist Communications (UMCOM), and the General Council on Finance and Administration (GCFA), the Conference shall conduct assessment and design strategies for processing and enhancing information communication technology throughout the connection during the implementation process of this plan.

### **1. Pillar One: Evangelism, Spiritual Formation and Mission**

The Liberia Annual Conference is called to the ministry of Nurturing, Witnessing and Outreach in fulfillment of its mission to make disciples of Jesus Christ for the transformation of the world.

This ministry finds its full expression in the local church as all members, particularly the laity, do their part in spreading scriptural holiness and demonstrating acts of mercy to their neighbors.

The Department of Evangelism and Missions exists to facilitate this effort throughout the Conference. While the Department spearheads this vital ministry, the mission is accomplished only when leadership of local churches, circuits, and districts ignite their passion for evangelizing the lost, developing and implementing culturally relevant and contextually sensitive methods and leading people into becoming faithful disciples in vibrant, functional congregations.

**a. Strategic Objective**

To enhance evangelization, discipleship, church planting and growth within the local church, circuits and districts of the Liberia Annual Conference

**b. Strategic Tasks and Budget**

#	STRATEGIC TASK	TIME LINE	BUDGET-USD\$
1	Conduct conference-wide assessment on evangelization training needs of districts and circuit	March to September, 2019	\$8,000.00
2	Organize districts and circuits into regions to easily access them for training	March to September, 2019	\$3,000.00
3	Develop evangelism and discipleship manuals relevant to the needs of churches and districts	March 2019 to February, 2021	\$50,000.00
4	Organize evangelistic and discipleship seminars, conferences and workshops for district pastors and laity	March 2019 to December, 2023	\$42,000.00
5	Increase social services and evangelism in Gospel-destitute community of districts	March 2019 to December, 2023	\$75,000.00
6	Establish a center for evangelistic and missional research, training and resource mobilization	March 2020 to February 2023	\$146,000.00
7	Facilitate Conference-Wide training for congregational renewal and vitality	March 2019 to February 2023	\$30,000.00
<b>Grand Total: \$354,000.00</b>			

**c. Action Plan**

Strategic Task	Person Responsible		Will do what	Implementation Timeline: 2019-2023	Resources	Evaluation Measure
	Primary	Collaboration with				
#1	Director	District Supt., pastors/evangelists Conf. Treasurer	Conduct assessment	Mar.-Dec, 2019	Logistics & personnel	Assessment conducted of all districts and circuits
#2	Director and team	District Supt.; CCM, Treasurer	Organize Districts into regions	Mar. to Oct. 2019	Logistics & personnel	Districts and circuits are organized into 4 regions
#3	Director and Team	Treasurer, CCM, dist. Superintendents	Develop training manuals	Mar. 2019 to February, 2021	Logistics & personnel	Training manuals developed and

						distributed to districts
#4	Director & Team	Treasurer, Dist. Superintendents & Dist. Officials & Evangelists	Conduct workshops, & seminars	Mar. 2019 to December, 2023	Logistics & personnel	Training conducted in all circuits and districts
#5	Director & Team	CODEVPRO, HRM, CCM, Dist. Supt. Dept. of Health, etc.	Evangelize, Plant churches, provide need-based social services	Mar. 2019 to December, 2023	Logistics & personnel	New churches planted among the unreached; need-based social services provided
#6	Director & Team	Bishop & Cabinet, CCM, Treasurer,	Establish Resource Center	Mar. 2020 to February 2023	Land, fund, architecture drawing, contractors,	Center constructed and functioning

## **2. Pillar Two: Financial and Infrastructure Management, Accountability & Stewardship**

Good financial management and stewardship of the church’s resources is indispensable to the vibrancy and growth of the church. It builds confidence in members and encourages their continued support; and it sustains stronger relationship with donors and partners. However, due to inadequate financial policy, management, accountability and stewardship of the church’s resources in the past, implementation of ministry programs and projects was difficult. Major consequences of that challenge were the church’s inability to become economically self-sustaining, and its overly-dependence on external support.

Donors and partners’ support in the recent past have been slow to come by, and this trend is not likely to change in the soonest future, given the current global economic meltdown. The need to design relevant strategies for amassing local resources toward enabling the church to become self-sufficient is indispensable.

### **a. Strategic Objective**

To develop an effective management system that facilitates honest Christian stewardship, and design strategies to mobilize resources for the Liberia Annual Conference

**b. Strategic Tasks and Budget**

#	STRATEGIC TASK	TIME LINE	BUDGET-USDS\$
1	Develop conference-wide digital infrastructure of a financial management system for managing and controlling inflow and outflow of all financial transactions	March 2019 to February 28, 2020	\$26,430.00
2	Establish a Monitoring and Evaluation (M & E) section, and an internal audit unit within the Central Office for the overall supervision of programs, projects and financial accountability	March to September, 2019	\$55,860.00
3	Develop financial training resources to facilitate conference-wide training	March 2019 to February, 2020	\$7,830.00
4	Review lease agreements and contracts of Conference properties and assets.	March 2019 to December, 2023	\$5,000.00
5	Develop a business model to secure investment for additional real estate development and other investment opportunities.	March 2019 to December, 2023	\$7,000.00
6	Mobilize financial resources for economic empowerment through new apportionment scheme, and capital investments	March 2019 to February 2021	\$3,500.00
7	Revitalize and implement equitable salary and benefit schemes (health, pension, housing, etc.) for pastors and Conference personnel	March 2019 to February 2021	\$1,900.00
8	Engage a process for the legalization of church land asset around the Annual Conference	March 2019 to February, 2022	\$75,000.00
9	Provide stewardship education in local churches and districts to improve resource mobilization and management for the Annual Conference	March 2019 to February, 2023	\$4,760.00
10	Improve policy and management of the Liberia United Methodist Empowerment foundation (LUMEF)	March 2019 to February 2020	\$3,000.00
11	To restructure, reorganize and realign all program agencies, boards, councils, commissions, districts and circuits for adequate coordination, efficiency and effectiveness.	March 2019 to February 2021	\$10,500.00
<b>GRAND TOTAL: \$200,780.00</b>			

**c. Action Plan**

Strategic Task	Person Responsible		Will do what	Implementation Timeline: 2019-2023	Resources	Evaluation Measure
	Primary	Collaboration with				
#1	CCFA	Bishop & Cabinet, Treasurer, Heads of departments, program agencies and projects, Partners	Develop financial management system	Mar. to Feb. 2020	Logistics & personnel	Financial management system, developed, and made operational throughout Annual Conference
#2	Conference Treasurer,	CCFA, Bishop, CCM	Establish Conf. M & E Session	Mar. to Oct. 2019	Trained personnel, Logistics & five-year salary	Session Created and functional
#3	CCFA	Treasurer	Develop training manuals	Mar. 2019 to February, 2020	Logistics & personnel	Training manual developed and utilized
#4	CCFA & Board of Trustees	Treasurer, Bishop Office, etc.	Review all lease agreement & contracts	Mar. 2019 to December, 2023	Logistics & personnel	All lease agreements and contracts rectified and renewed
#5	CCFA & Treasurer	CCM. Dist. Superintendents. Supt. Dept. of Health, etc.	Develop business model social services	Mar. 2019 to December, 2023	Logistics & personnel	Business model developed and utilized
#6	CCFA & Treasurer	Bishop & Cabinet, CCM	Create and implement new apportionment scheme conference-wide	Mar. 2019 to February 2021	Logistics and personnel	New apportionment scheme created and utilized by all districts and circuits, local churches of the Annual Conference
#7	CCFA	Treasurer, Bishop Office	Develop new salary and benefit schemes for pastors and	Mar. 2019 to February 2021	Regular flow of funds to support scheme	Scheme develop and implemented conference-wide

			conference personnel			
#8	Board of Trustees	CCFA, Conf. Chancellor, Treasurer, Bishop & Cabinet	Identify and legalize all Conference land and property	Mar. 2019 to February, 2022	Logistics & personnel	All Conf. land and property identified and secured legally
#9	CCFA	Treasurer, Bishop & Cabinet, heads of departments, boards and agencies	Facilitate Stewardship Education in districts & Circuits	Mar. 2019 to February, 2023	Personnel & Logistics	Stewardship Education facilitated; Management and mobilization of resources improved
#10	CCFA	Office of Bishop	Refine policy, constitute new Board, and establish LUMEF Committees in every District	Mar. 2019 to February, 2020	Personnel & logistics	Policy refined, Board reconstituted, LUMEF Committees established and functional

### 3. Pillar Three: Agriculture & Rural Development

In order to assist in alleviating poverty, promoting food security and strengthening the income generating capacity of the Liberia Annual Conference, commitment to agriculture development and promotion remains the church's top priority. Unfortunately, as a result of the recent 14 years of civil war fought in Liberia, the infrastructures of the United Methodist Agriculture Program (UMCAP) were destroyed.

The recent devastation caused by the Ebola crisis compounded the economic hardship upon the church, and the nation at large. However, the New Episcopal leader of the Liberia Area, Bishop Samuel J. Quire is determined to reengage this promising economically productive sector of the Conference as a major source of economic growth of the church.

The Gbason Town Mission Station on which the College of Agriculture of the United Methodist University is located has vast land area to be used as demonstration site for training and mobilizing human and material resources of the church's agricultural sector. Additionally, Gbarnga, Ganta,

White Plains and Decoursey mission stations have large productive farm land and agricultural facilities that would be used for intensive production and marketing purposes.

It is anticipated that, with the availability of requisite agriculture professionals, tools and equipment, members of districts and circuits would be trained to constitute the District Agriculture Committees (DAC) of each district and circuit of the Liberia Annual Conference. Therefore, the support of leaders of the Liberia Annual Conference as well as partners and friends toward this vision and commitment is highly anticipated and appreciated.

**a. Strategic Objective**

To assist in alleviating poverty, strengthening the income generating capacity of the church and re-enforcing its agriculture outreach to farming communities through capacity building training, mechanized farming and sustainable agriculture projects.

**b. Strategic Tasks and Budget**

#	STRATEGIC TASK	TIME LINE	BUDGET
1	Recruit project staff and field workers and procure simple tools to initiate the cultivation of 10 acres of food crops and 5 acres of vegetables, in White Plains  Rehabilitate pig pen, start pig production at White plains and initiate LAC/UMC farm land survey, accessing and securing the title deeds,	Mar. to Feb. 2019	\$11,000.00  \$39,000.00
2	Continue to survey, access and secure title deeds, Initiate poultries rehabilitation and chicken production, Initiate UMRADP human resource development, Initiate replanting of oil palm and crops production, Initiate capacity building training and establish DACs	Mar. to Feb. 2020	\$5,000.00 \$20,000.00 \$5,000.00 \$20,000.00 \$5,000.00
3	Continue training & delivery of technical services Continue Oil palm replanting and food crop production Continue URADP human resource development Continue poultries rehabilitation & chicken production	Mar. to Feb. 2021	\$5,000.00 \$10,000.00 \$5,000.00 \$10,000.00
4	Procure tools and equipment for agro-enterprises Continue oil palm replanting and food crops production Continue poultries recovery and chicken production	Mar. to Feb. 2022	\$40,000.00 \$3,000.00 \$5,000.00



	Continue URADP human resources development		\$2,000.00
5	Continue mechanical food and cash crops production, Continue Pigs and chicken production Continue food crops and vegetables production Continue UMRADP human resource development	Mar. to Feb. 2023	\$55,000.00 \$5,000.00 \$3,000.00 \$2,000.00

**Five years Budget Grand Total: \$250,000.00**

**c. Action Plan**

Strategic Task	Person Responsible		Will do what	Implementation Timeline: 2019-2023	Resources	Evaluation Measure
	Primary	Collaboration with				
#1	Director	CCFA, CCM Bishop & Cabinet, Treasurer	Hire 5 Agriculture Field Supervisors system	Mar. 019 to February 2020	Funding to support salary of personnel & logistics	Staff hired
#2	Director and Team	CCFA, Treasure, District Supt. Bishop, CCM	Rehabilitate White Plains, establish Agriculture sub- committees in all Districts	Mar. to December, 2019	Funding, logistics & personnel,	White Plains rehabilitated; sub- committees established and functional in all districts
#3	Director and Team	Board of Trustees, CCFA, Treasure, CCM	Assess and secure farm land deeds	Mar. 2019 to February, 2021	Logistics & personnel	Agriculture lands assessed, and deeds secured
#4	Director and Team	M &E, CCM, CCFA, Treasure	Purchase equipment	Mar. 2019 to December, 2023	Funding for equipment and tools	Equipment purchased and being utilized to facilitate agriculture production
#5	Director and team	District & Circuit Supt, Treasure	Facilitate Agriculture training for District Teams	Mar. 2019 to December, 2020	Logistics & personnel	All districts and circuit received agriculture training
#6	Director and team	District Superintendent	Establish District Agriculture Committee to	Mar. 2019 to February 2020	Logistics and personnel	Every District has an Agriculture

			facilitate District Agriculture projects			Committee and functioning
#7	Director and team	Dist. & Circuit Supt. Principals of schools, pastors, etc.	Carry out outreach activities	Mar. 2019 to February 2023	Logistics & personnel	Technical support provided to churches, schools, districts and circuits
#8	Director and team	Treasure, M & E,	Cultivate 10 acres of land in White Plains	Mar. 2019 to February, 2020	Logistics & personnel, contractors	10 acres of land cultivated, and crops planted
#9	Director and team	Treasure, M & E	Cultivate 5 acres of land in Cape Mount	Mar. 2019 to February, 2020	Personnel & Logistics Contractors, casual laborers	5 acres of land cultivated, and crops planted
#10	Director and team	M & E, Treasure	Cultivate 50 acres of land for oil in Cape Palmas District; 40 acres of land for Rubber in Weala District; and 25 acres of land for rice production Lofa, Gbarnga and Gompa Districts	Mar. 2019 to February, 2023	Personnel & equipment and logistics, contractors, casual laborers	Lands cultivated, crops planted and supervised

#### 4. Pillar Four: Education, Human capacity Development & Outreach

The Liberian Educational sector in general and the General Education Program of the Liberian Annual Conference are in dire need of transformation socio-economically and technically. Prior to the outbreak of the Liberian Civil War, and the recent Ebola Crisis, the Education program of the Liberia Annual Conference operated viable schools totaling more than a hundred institutions in all counties across Liberia.

Our institutional facilities were some of the best in the country. However, during the Liberian civil crisis, these facilities were greatly affected. The Liberia Annual Conference is currently endeavoring to address the enormous financial challenge of improving its infrastructures, developing technical and vocational education, including its tertiary institutions, training and

equipping its teachers, and thereby provide enabling teaching and learning experiences for the Liberian children.

Regarding theological education, the Liberia Annual Conference is committed to continually providing comprehensive and coordinated Christian education programs for all its members and families in the local churches and society in general. The Gbarnga School of Theology and the Bishop John G. Innis Graduate School of Theology are the two major institutions for training, equipping and empowering for pastors for service to the church and society. However, the provision of infrastructure development, as well as training of professors in fields of specializations remains a daunting challenge for the Liberia Annual Conference to overcome.

**a. Strategic Objective**

To provide quality general and Christian education and capacity building skills to members of the church and the Liberian community, toward the holistic development of the church and society

**b. Strategic Tasks and Budget**

#	STRATEGIC TASK	TIME LINE	BUDGET-USD\$
1	<p>To equip 15 primary, elementary and secondary schools with text books, e-books, libraries and Science laboratories</p> <p>To facilitate teacher training and human resource capacity development of members of the church and the community</p> <p>To establish equitable salary scheme for all teachers, administrators and principals serving the United Methodist School System</p>	Mar. to Feb. 2019 to 2023	<p>\$925,000.00</p> <p>\$300,000.00</p> <p>\$3,750,000.00</p>
2	<p>To develop culturally relevant and contextually sensitive Christian text books and church school literatures for the United Methodist School System and churches.</p> <p>To mobilize resources through capital campaigns for the construction of the Thirty-Four-Million-dollar new campus of United Methodist University within the next five years and beyond</p>	Mar. to Feb. 2019-2021	<p>\$30,000.00</p> <p>\$17,000,000.00</p>

3	To recruit and employ principals with a minimum of a bachelor's degree in education in all the secondary schools of the church	Mar. to Feb. 2019-2023	\$15,000.00
	To establish technical vocational education programs in strategic locations of the country for the training and empowering of members of the church and the community		\$534,148.00
	To continue development of existing programs toward sustainability for transforming the lives of the poor at the community level		\$5,800,000.00
4	To include technical vocational education in secondary schools	Mar. to Feb. 2019 to 2022	\$500,000.00
	To strengthen the Department of General Education & Ministry as the central hub for managing the resources of all the early childhood, primary and secondary schools of the church for effective motoring, evaluation and supervision		\$60,000.00
<b>GRAND TOTAL</b>			<b>\$28,914,148.00</b>

**c. Action Plan**

Strategic Task	Person Responsible		Will do what	Implementation Timeline: 2019-2023	Resources	Evaluation Measure
	Primary	Collaboration with				
#1	Director and team	CCFA, CCM Bishop & Cabinet, Treasurer, Partners, Board of Education	Equip 15 primary, elementary and secondary schools with text books, libraries and laboratories	Mar. 2019 to February 2023	Funding to furnish schools	15 schools' libraries and laboratories are furnished, and provided text books
#2	Director and Team	District Supt., Board of Education, partners	Conduct 8 teacher training sessions, two in each of the four regions of the Annual Conference	Mar. 2019 to February, 2023	Funding, facilitators, logistics, recruits from UMSS	8 teacher training sessions are facilitated, evidenced by improved teaching and learning experiences
#3	University President and team	Board of Governors, Partners, LAC/UMC, partners, CCFA	Mobilize 17M from church and partners to construct new University	Mar. 2019 to February, 2023	Funding, blue print, land, contractors, laborers	Funds raised, and 50% of construction work completed

#4	Director and Team	CCFA, Treasure, District Supt., CCM, Board of Education	Establish two technical vocational institutions in Southern Liberia and central Liberia.	Mar. 2019 to December, 2023	Funding, logistics & personnel, Engineers, Instructors	2 technical vocational instituted established and functional
#5	Director and team	CODEVPRO, CIDNEY, CP, DCS CRP, GHTAC District & Circuit Supt, Treasure, partners	Strengthen existing 4 socio-development programs for women and children	Mar. 2019 to December, 2023	Logistics & personnel, Funding	Improve at least four skill training programs for rural women through four district women organizations, one from each region
#6	Director and team	Board of Directors, District & Circuit Supt., CODEVPRO	Establish technical vocational education in 4 secondary schools	Mar. 2019 to February 2022	Logistics & personnel, Technical staff	Four secondary schools running 4 functional technical vocational education.
#7	Director and team	Dist. & Circuit Supt. Principals of schools, Board of Directors, etc.	reconstruct and improve the infrastructures of 15 of early childhood, primary and secondary institutions	Mar. 2019 to February 2023	Logistics & personnel, funding, contractors,	15 needy institutions selected all four regions of the Conference, renovated and improved
#8	Director and team	Treasure, M & E, partners, Board of Directors	Equip reading rooms and laboratories of 4 high schools	Mar. 2019 to February, 2023	Logistics & personnel, Funding	4 high schools' libraries and lab furnished
#9	Director of Deaf School and team	Treasure, M & E, UMRADP, DGEM, DCS,	Cultivate 5 acres of land Deaf Ministry in Cape Mount	Mar. 2019 to February, 2020	Personnel & Logistics Contractors, casual laborers	5 acres of land cultivated, and crops planted
#10	Director and team	Board of Directors, PTA of high schools, CCM, partners	Establish an educational secretariat to monitor, supervise, educational	January 2019 to February, 2021	Personnel & logistics, funding	Educational secretariat established and functional

			system and funding of UMSS			
#11	Director, & team	Board of Directors, Treasurer, CCM,	Establish equitable salary scheme for teachers, principals, administrators	January 2019 to February 2022	Common account with funding and partners' support	Equitable salary scheme established for teachers, principals, & administrators

**5. Pillar Five: Health and Social Welfare**

The public health system in post-Ebola Liberia is faced with several challenges and needs. One of such challenges is the absence of health service delivery in many regions of the country. Furthermore, the one-year Ebola crisis ravaged and almost obliterated existing facilities. There are desperate needs across the country to expand and improve existing facilities, and, if possible, establish new health facilities to increase service delivery, patient flow, improve efficiency and effectiveness and increase demand.

The Liberia Annual Conference of the United Methodist Church, as part of its outreach ministries to the people of Liberia, is committed to the provision of health care delivery and Social Welfare services as one of its key priority areas of ministry.

Through the Department of Health, the church provides Christ-centered, compassionate health care services for more than half a million people (mostly subsistence farming families) living in three of Liberia's fifteen (15) counties in Liberia and one town in Guinea. They are:

- 1) Ganta United Methodist Hospital, located in Ganta, Nimba County;
- 2) Camphor Mission Clinic, located in Grand Bassa County;
- 3) John Dean Town Clinic, located in Grand Bassa County
- 4) Weala Clinic, located in Margibi County; and
- 5) Diecke Health Center, located in Diecke, the Republic of Guinea

While the presence of the church may be seen in every political subdivision of the county, there is a dire need to expand its health care services to many of the most vulnerable and poverty-stricken communities.

**a. Strategic Objective**

To increase access to quality holistic health-care services that is affordable and meets the need of the most vulnerable communities; with a commitment to be a reliable provider of critical health-care services in disadvantaged regions of Liberia through its health institutions and community outreach programs. munities of Liberia. They are in desperate need of health care.

**b. Strategic Tasks and Budget**

#	STRATEGIC TASK	TIME LINE	BUDGET
1	<p>To improve and expand existing infrastructures for health service delivery</p> <p>To upgrade existing equipment and acquire modern state-of-the art technology to improve quality services, attract qualified clinical professionals and enhance revenue generating capacity of facilities, including Ministry to the Aging.</p> <p>To develop attractive incentives and provide human resource development to encourage retention of key medical and non-medical staff, including Ministry to the Aging</p>	March 2019 to February, 2023	<p>\$242,000.00</p> <p>\$511,600.00</p> <p>\$375,000.00</p>
4	<p>To improve management processes and procedures at various facilities in order impact the delivery of quality services</p> <p>To enhance patient safety through customer services and satisfaction by establishing link between performance and outcomes of personnel</p> <p>To improve the financial performance of facilities to cater to the health needs of most beneficiaries who cannot afford minimum charges for their services fees.</p> <p>To expand community health program for awareness of the prevention and control of infectious diseases (HIV/AIDS? Malaria, etc.)</p>	March 2019 to December, 2023	<p>\$115,000.00</p> <p>\$25,000.00S</p> <p>\$25,000.00</p> <p>\$250,000.00</p>
<b>Grand Total: \$1,543,600.00</b>			

c. Action Plan

Strategic Task	Person Responsible		Will do what	Implementation Timeline: 2019-2023	Resources	Evaluation Measure
	Primary	Collaboration with				
#1	Director of Health	Health Board, CCFA, Office of the Bishop, Partners, Ministry to the Aging, etc.	Mobilize resources to refurbish and expand Ganta Hospital, Diecke Health Center, additional nine clinics of the Conference across the Nation	Mar. 2019 to February 2023	Funding, personnel, contractors, etc.	Existing health centers are refurbished and operational
#2	Director of Health and team	Health Board, Office of Bishop, District Superintendents, Partners, Human Rights Monitor (Water for Life), etc.	Mobilize funding to improve power and water to the various health facilities, schools, villages, etc., to meet up with Infection Prevention and Control (IPC) standard of government; and create a reliable Infection Prevention and Control (IPC) measures at the existing health facilities	Mar. 2019 to February, 2023	Funding, logistics, contractors, personnel	Funding raised, power and water system improved to expectation
#3	Director of Health and team	Health Board Partner, office of the Bishop, CCFA, Ministry to the Aging,	Identify and design staff development program based on needs, institute good retirement and pension packages	Mar. 2019 to February, 2023	Logistics, personnel	Staff development packaged designed and operational, attractive retirement and pension package developed and functional



#4	Director of Health, Ministry to the Aging, Human Rights (Water for Life), Administrator	Health Board, CCFA, CCM	Develop assessment tools to measure staff performances and of all facets of operations	Mar. 2019 to December, 2023	logistics & personnel	Tools developed and operational
#5	Director of Health, Administrator and team,	Health Board, Ministry of Health & Social Welfare (MHSW), Human Rights, Ministry to the Aging, Partners, etc.	Work with stakeholders to develop adoptable performance measures in core areas, establish mechanism for implementation of those measures and identify interventions to improve results	Mar. 2019 to December, 2023	Logistics & personnel, Funding	Performance measure develop and adopted; timely interventions appraised
#6	Director of Health, Administrator and Team,	Health Board, CCFA, Bishop's office, Partners Directors, District & Circuit Supt., CODEVPRO, Human Rights, Ministry to the Aging, etc.	Develop financial support based through partnership with the at least 5 companies operating in Liberia to provide health-care services to their employees, and strengthen partnership with Ministry of health to secure annual subsidy appropriated by the National Legislature	Mar. 2019 to February 2023	Logistics & personnel,	Financial support base of Ganta Hospital and clinics strengthened
#7	Director of Health, Administrator and Team	Health Board, CODEVPRO, Partners, etc.	Initiate community-based program at Ganta Hospital and all existing clinics to promote malaria prevention campaign, hygienic behavior and the spread of infectious diseases, etc.	Mar. 2019 to February 2023	Logistics & personnel, funding,	Community Health program established and operational

## 6. Pillar Six: Peace, Reconciliation and Unity (Human Rights and Justice Issues)

Even though the Nation is observing relative peace, yet national reconciliation and healing of the wounds of its diverse people groups that were severely impacted by the war is still a critical need in fostering genuine peace, reconciliation and unity. Tribal barriers, reclaiming of properties, resettlement, and gross human rights violations and abuses are issues the church need to deal with even currently.

### a. Strategic Objective

To create a conducive environment of peaceful co-existence, respect for the rule of law, national reconciliation and stability among Liberia's diverse people groups.

### b. Strategic Tasks and Budget

#	STRATEGIC TASK	TIME LINE	BUDGET-USDS
1	Review the report of the Truth and Reconciliation Commission (TRC), the Accra Comprehensive Peace Accord and other relevant agencies for the promotion of national healing and reconciliation	Mar. to Sept. 2019	\$3,000.00
	Foster Peace and united among aggrieved United Methodist	Mar. to Feb. 2019 to 2021	
2	Organize forums, talk shows, dramas through the electronic media that will create the awareness for national reconciliation for peace building	Mar. to Feb. 2019 to 2023	\$15,000.00
	Strengthen Human Rights Monitor programs at the circuit and district levels		\$10,000.00
	Organize ethnic reconciliation amongst tribal groups in Liberia		\$10,000.00
	Reactivate students' palaver management clubs in at least five United Methodist schools each academic year		\$5,000.00
	Monitor and report at least two (2) human right cases quarterly to Connectional Ministries for the church's engagement with national stake holders for appropriate actions		\$2,500.00
	Conduct series of six training workshops for church and community leaders in the area of reconciliation and peace building		\$15,000.00

	Provide safe drinking water and improve health and sanitation by Constructing 250 wells/hand pumps and 175 toilets in ten districts of the LAC/UC.		\$ 1,250,000.00
	Create awareness on gender-based violence		\$15,000.00
	Plant 250,000 trees to address deforestation and climate change challenges that the Country is faced with, as well as educate and train communities and churches on climate change and other strategies to mitigate the situation.		\$ 18,000.00

**GRAND TOTAL: \$1,347,500.00**

**c. Action Plan**

Strategic Task	Person Responsible		Will do what	Implementation Timeline: 2019-2023	Resources	Evaluation Measure
	Primary	Collaboration with				
#1	Director of Human Rights Monitor and team	CCFA, CCM, other Peace & Justice Commissions	Review TRC Report, the Accra Peace Accord, and other relevant document	Mar. to Oct. 2019	Funding, logistics and personnel	Documents reviewed, and sustainable peace process identified
#2	Director and Team	District Supt., partners, CCM	Use the media to create awareness for national peace and reconciliation	Mar. 2019 to February, 2021	Funding, facilitators, logistics,	Awareness created using major Liberian languages
#3	Director of Human Rights Monitor	Board of Governors, Partners, LAC/UMC, partners, CCFA	Establish five Human Rights Chapters in five districts of the Conference to do advocacy, monitoring and supervision	Mar. 2019 to February, 2023	Funding, personnel, logistics	Five Human Rights Chapters established and functional

#4	Director and Team	Dept. Evangelism & Missions, CODEVPRO, DCCM,	Organize ethnic reconciliation among the young people and elders of the Grand Gedeh and Nimba Counties	Mar. 2019 to December, 2023	Funding, logistics & personnel, Facilitators	Ethnic reconciliation organized and facilitated among the young and elders of Grand Gedeh and Nimba Counties
#5	Director and team	CODEVPRO, CIDNEY, CP, DCS CRP, GHTAC, Dept. of Evangelism and Missions, Drama Team, etc. District & Circuit Supt, S. Edward Peal Counseling Center, Partners	Reactivate students' palaver management clubs in at least five United Methodist schools each academic year	Mar. 2019 to December, 2023	Logistics & personnel, Funding	Students Palaver Hut Management club established in five United Methodist high schools.
#6	Director and team	DCCM District & Circuit Supt., CODEVPRO, Dept. of Evangelism and Missions	Work with stake holders and partners to address at least 2 human rights cases every quarter	Mar. 2019 to February 2023	Logistics & personnel, Technical staff	HRM and DCCM actively engaged in working on human rights issues quarterly
#7	Director and team	Dist. & Circuit Supt. Principals of schools, Community Leaders, Dept. of Health, etc.	Conduct 6 training workshops in reconciliation and Peace Building in 6 Districts	Mar. 2019 to February 2023	Logistics & personnel, funding, facilitators,	6 Districts trained in Reconciliation and Peace Building
#8	Director and team	Women & Men Organizations, Youth and Young Adult Fellowships,	Conduct Gender-based Violence workshop in 5 rural districts	Mar. 2019 to February, 2023	Logistics & personnel, Funding, Facilitators	6 Rural Districts benefit from training in Gender-based violence
#9	Director and team	Dept. of Health, CODEVPRO, District Supt. Treasurer, etc.	Provide safe drinking water to communities	Mar. 2019 to February 2023	Logistics Personnel, Funding, Facilitators	250 wells and 175 toilets constructed in ten districts of the LAC/UC

#9	Director and team	Dept. of Agriculture, EPA, & other Agencies	Plant trees, train, create awareness on Climate Justice, etc.	Mar. 2019 to February 2023	Trees sample, Logistics, & personnel	Church leaders trained, Trees planted in strategic locations
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**7. Pillar Seven: Age-Level Ministries (Children, Youths, Young Adults, Men & Women)**

The United Methodist Church is structured in such a way that age-level ministries are designed to meet the holistic needs of specific age groupings within local congregations in order to enhance their sustainable growth and development through the exercise of their gifts and graces in the programs and activities of the church. There are ministries to children, youth, youth adults, men and women as well as to specific classes of people (singles, widows, persons with addictions, disabilities, mental illness, etc).

While the church has attempted providing services to some of these categories of members, the church does not yet have intentional ministries designed for others as well as trained and skilled persons to lead them. Cognizance of the fact that since the end of the Liberian civil war, the challenge of people with disabilities, addictions, mental illness has become more pronounced, there is the urgent need to manifest the love of God to all the age-level groups as well as to people with special needs.

Regarding young people’ ministry, even though there is a department established for Youth and Young Adult ministry, but there is insufficient funding and expertise or trained personnel to carry out young people development programs throughout the Conference. Programs for the holistic growth of young people are not yet adequately designed to impact districts and circuits of the Conference. Therefore, most projects, programs and activities designed for young people are often limited to young people within few districts that are within proximity of the Central office of the LAC/UMC in Monrovia, Liberia’s political. The church is committed to a paradigm shift in mission and ministries to young people of both the church and nation that make up about 62% of the Liberian 4.5 million population.

**a. Strategic Objective**

To develop the human resource capacity, financial and other resources for the provision of quality services with multiplying effect to all age-groupings as well as to people with special needs (singles, widows/widowers, alcoholic anonymous, disabilities, mental challenges, etc) within the church and community

**b. Strategic Tasks and Budget**

#	STRATEGIC TASK	TIME LINE	BUDGET-USD\$
1	To recruit and train at least 2 personnel from each district and circuit of the Conference in Youth and Young Adult ministries to serve the districts	Mar. to Feb. 2019 to 2021	\$20,000.00
	To develop and implement the policy on representation and participation of young people in the decision-making process of the church at all levels	Mar. to Feb. 2019 to 2021	\$1,500.00
	To generate funds both locally and internationally to hire a well-trained and qualified staff to provide leadership for the Department of Youth and Young Adult Ministries.	Mar. to Feb. 2019 to 2023	\$300,000.00
	To establish Marriage and Family Center for strengthening family life ministries		\$100,000.00
	To raise adequate funding through Conference budgetary allotment, local church and partners' support for Young People Ministries		\$75,000.00
	To develop a recruitment mechanism and a team for recruiting highly promising emerging leaders from across the districts and circuits of the conference to benefit from scholarship opportunities and financial assistance in diverse academic disciplines.		\$50,000.00
	Reinstitute Young people's annual contribution of LD\$15 in specified accounts to support their ministries		\$2,500.00
	To observe fully Youth and Young Adults Days in July and August annually, with offering (70% for LAC/UMC/Y/YAD and 30% for local Youth and Young Adult Fellowships) to be collected by appropriate authorities.		\$10,000.00
	To support wellness of body, mind and spirit by providing opportunities and resources for women, children and youth to grow spiritually, access preventive care and become more deeply rooted in Christ as we put our faith into action.		\$326,500.00

<p>To recognize the gifts in women, girls, children, and youth to grow and expand their potentials and fulfill their callings to experience life in all its abundance.</p> <p>Expand opportunities for women to be represented at all tables and to participate in leadership and all decision-making areas of the LAC/UMC and beyond.</p> <p>Build network of opportunities and support to implement the vision of United Methodist Women in Liberia, West Africa and the world.</p>		<p>\$830,000.00</p> <p>\$250,000.00</p> <p>\$100,000.00</p>
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**Grand Total: \$ 2,065,500.00**

**c. Action Plan**

Strategic Task	Person Responsible		Will do what	Implementation Timeline: 2019-2023	Resources	Evaluation Measure
	Primary	Collaboration with				
#1	Council on Young People's Ministry	CCFA, CCM Bishop & Cabinet, Treasurer, Partners,	Generate Adequate salary and operating fund, hire trained and qualified youth and young adult director	Mar. 2019 to February 2021	Funding to furnish schools	Funds generated, qualified Director hired
#2	Bishop	CCFA DCCM, Treasurer Council on Young People's Ministry	Appoint a trained Counselor with mandate to revitalize program	Mar. 2019 to February, 2022	Funding, logistics, Personnel	Director and staff hired, and program revitalized
#3	Director and team	Council on Young people's Min. CCFA Treasurer, Dist. Circuit Supt.	Recruit 42 young people to trained for District service	Mar. 2019 to February, 2021	Funding, personnel, trainers	Persons recruited, trained and offering services in districts and circuits
#4	Bishop	CCFA, Treasure, District Supt., DCCM,	Establish Marriage and Family Center with hired Director	Mar. 2019 to December, 2022	Funding, logistics & personnel,	Center established, and Director hired
#5	Director, & CCFA	Bishop, Treasurer, DCCM	Include young People in Annual Conference Budget	Mar. 2019 to December, 2020	Adequate Funding	Budgetary allotment made available for Young

						People's Ministry
#6	Director and team	DCCM, Council on Young People's Ministries	Develop recruitment Mechanism for recruiting emerging leaders, and a team to facilitate process	Mar. 2019 to February 2020	Logistics & personnel, Technical staff	Document crafted, and team hired to facilitate process of recruitment.
#7	Youth and Young Adult Director and team	Council on Young People's Ministries.	Reinstitute LD\$15 payment by all young people, identify banks to which to make payment	Mar. 2019 to February 2021	Logistics & personnel, funding,	Young people mobilized, Payment policy implemented across local churches, districts
#8	Director and team	Council on Young People's Ministries	Revitalize the celebration of Youth and Young Adults Days in July and August, with appropriate remitted to LAC/UMC/Y/YAD	Mar. 2019 to February, 2020	Logistics & personnel, Funding	Youth and Young Adult Days revitalized
#9	Director, Council on Young People's Ministry	Annual Conference DCCM,	Ensure active representation of Young People on all Boards and Agencies, meetings, etc.	Mar. 2019 to February, 2023	Logistics	Young people are represented on all boards And agencies
#10	Director of Women	CODEVPRO, CIDNEP, CRP, DCS CRP, GHTAC District & Circuit Supt, Treasurer, partners	Strengthen existing 4 socio-development programs for women and children	Mar. 2019 to December, 2023	Logistics & personnel, Funding	Improve at least four skill training programs for rural women through four district women organizations, one from each region

## 8. Pillar Eight: Ecumenical Relations and Connectional Partnerships

The Liberia Area of the UMC, as one of the oldest and founding Christian denominations in Liberia, and as a member of the global connection, is in ecumenism relationship and partnership with numerous Christian traditions, Organizations and Denominations.



In these partnerships, she seeks opportunities for ecumenical resources sharing of expertise, skills, gifts and graces to “enhance ministry, make wise stewardship of limited resources, and live out the ecumenical spirit in creative ways, responsive to the needs of God’s peoples” (BOD, paragraph 207, 2016).

The following are some of the churches, organizations and institutions with whom the Liberia Annual Conference of the UMC has ecumenical relationship and partnership:

Episcopal Church of Liberia, Lutheran Church in Liberia, Roman Catholic Church in Liberia, Liberia Baptist Missionary and Educational Convention, Presbyterian Church in Liberia Assembly of God Church in Liberia, Don Stewart Christian Pentecostal Church in Liberia, Church of the Lord Aladura, Association of Evangelicals of Liberia, and Bethel World Outreach, among others.

The church is also in ecumenical relationship with the following organizations and institutions:

Liberian Council of Churches (LCC), Inter-Religious Council of Liberia (IRCL), Fellowship of Christian Council and Churches in West Africa (FECCIWA), All Africa Conference of Churches (AACC), World Council of Churches (WCC), World Methodist Council (WMC).

At the level of the connectional ministries of the United Methodist Church, the Liberia area of the UMC is in ministry with annual and provisional conferences of the central and jurisdictional conferences, General Agencies-Boards, Councils, Commissions, Committees, Africa Initiative, etc. At the national level, also, the church is in partnership relationship with ministries and agencies of the Government of Liberia in responding to the holistic needs of the nation and people of Liberia.

However, some of these relationships have not been effectively utilized and sustained by the church. One primary reason being that the Liberia Annual Conference has not yet established a working committee or task force responsible for growing its ecumenical relationships. Cognizance, of the current challenges associated with this vital component of the church’s ministry to society, the church is committed to its transformation.

**a. Strategic Objective**

To strengthen ecumenical relationships and partnerships of the Liberia Annual Conference as she journeys into the future for shared ecumenical resources and mutual benefits.

**b. Strategic Tasks and Budget**

#	STRATEGIC TASK	TIME LINE	BUDGET-USD\$
1	To establish Annual Conference Committee on Ecumenical Relations and Partnership	Mar. to Dec. 2019	\$1,000.00
2	To encourage functional and coordinating structures at local church, district and annual conference levels to foster ecumenical relations and partnerships	Mar. to Feb. 2019 to 2023	\$25,000.00
3	To ensure that committee to be established support and promote the church's active participation and affiliation with ecumenical partners, including making annual financial contributions	March 2019 to February 2023	\$282,500.00

GRAND TOTAL: \$308,500.00

**c. Action Plan**

Strategic Task	Person Responsible		Will do what	Implementation Timeline: 2019-2023	Resources	Evaluation Measure
	Primary	Collaboration with				
#1	Bishop	District Supt., CCFA, DCM Conf. Treasurer	Establish Committee on Ecumenical Relationships	Mar. to Dec, 2019	Logistics & personnel	Committee established and functional
#2	YAF, YF, UMWO, UMMO,	Pastors, District Superintendents,	Foster ecumenical relationships with sister organizations and churches	Mar. 2019 to February 2023	Logistics & personnel	Fellowships and Organizations of the LAC/UMC in active ecumenical relationships and partnerships
#3	Head of Committee	Bishop's Office, CCFA, Treasurer, DCM	Make active representation and pay annual dues and contributions	Mar. 2019 to February, 2023	Logistics & personnel	Dues and contributions paid regularly; active representation

#### **F. Summary Budget of Pillars**

Based upon the strategic tasks that shall be performed for the operation of each of the eight pillars, below is the summary cost associated with each pillar:

<b>#</b>	<b>PILLAR</b>	<b>COST (USD)</b>
1	Evangelism, Spiritual Formation and Mission	\$354,000.00
2	Financial and Infrastructure Management, Accountability & Stewardship	200,780.00
3	Agriculture & Rural Development	250,000.00
4	Education, Human capacity Development & Outreach	28,914,148.00
5	Health & Social Welfare	1,543,600.00
6	Peace, Reconciliation and Unity	1,347,500.00
7	Age – Level Ministries	2,065,500.00
8	Ecumenical Relations and Connectional Partnerships	308,500.00
	<b>GRAND TOTAL</b>	<b>\$34,984,028.00</b>

#### **G. Fund Generating Strategy**

In pursuit of this new direction of the UMC in Liberia that is aimed at enhancing church health, vitality, growth and development, the financial implication is huge. Inevitably, the current limited sources of income of the Liberia Area of the UMC may not generate the needed resources to facilitate the operations of each of the eight pillars over the next five years (2019-2023).

However, given the anticipated high level of support of partners and friends who are committed to continued support and partnership, and who have accepted and embraced this vision of a new beginning under a new leadership of the UMC in Liberia, we are confident that the needed resources shall be mobilized both locally and internationally for the implementation of the eight ministry pillars. Therefore, as a strategy for resourcing the needed fund for the operation of each pillar, the task force of the Liberia Area of the UMC for the implementation of the Strategic Plan shall endeavor to raise a portion of the fund needed for each pillar through local church support and investment opportunities, and internationally through partners' support as stipulated below:

#	PILLAR	COST (USD) (2019-2023)	Local Support	Partners' Support
1	Evangelism, Spiritual Formation and Mission	\$354,000.00	114,000.00	240,000.00
2	Financial and Real Estate Management, Accountability & Stewardship	200,780.00	60,900.00	139,880.00
3	Agriculture & Rural Development	250,000.00	62,000.00	188,000.00
4	Education, Human capacity Development & Outreach	28,914,148.00	7,220,600.00	21,693,548.00
5	Health & Social Welfare	1,543,600.00	385,900.00	1,157,700.00
6	Peace, Reconciliation and Unity	1,347,500.00	500,000.00	847,500.00
7	Age – Level Ministries	2,065,500.00	416,000.00	1,649,500.00
8	Ecumenical Relations and Partnerships	308,500.00	6,500.00	302,000.00
	<b>GRAND TOTAL</b>	<b>\$34,984,028.00</b>	<b>\$9,276,000.00</b>	<b>\$25,706,028.00</b>

## **Chapter Six: Program Management for Sustaining Strategic Plan Implementation**

It is one thing to clearly determine the ministry focus areas (eight pillars) of the church for enhancing the spiritual health, vitality, and holistic growth and sustainable development of the Conference over the next five years, it is quite another to employ the necessary mechanisms for their adequate implementation for success. Thus, findings from the Strategic Planning process revealed the need for establishing and institutionalizing three functional implementation units of work within the framework of the Conference Administration to ensure the effective and meticulous execution of each of the eight pillars of the Strategic Plan. They are an *Information Communication Technology Unit* to function within the Department of Communications; a *Supervision, Monitoring and Evaluation Unit*; and an *Internal Audit and Control Unit* to function collaboratively in the supervision and execution of the Strategic Plan implementation.

Establishing these three areas of work and making them functional with qualified and competent personnel would be a sure way guaranteeing the credible and successful implementation of the Eight Pillars of the Strategic Plan. In addition to mobilizing resources for the implementation of the eight pillars over the next five years, the Liberia Annual Conference would need to generate financial resources for the effective management of these three areas of work.

### **A. Information Communication Technology Unit**

It is the Department of Communications that facilitates information sharing across the Conference connection as well as with our global network. However, the implementation of the Eight Pillars demands a more defined and structured information sharing than the Department has provided in the past. The establishment of an Information Communication Technology (ICT) Unit would enhance this effort in a more advanced and sustained way as its utilization cuts across the eight pillars of the Liberia Annual Conference of the United Methodist Church. While this Department does not function in isolation to any of the eight pillars, a stipulated budgetary allotment for personnel services and operations for the period under consideration (2019-2023) was determined.

The amount is Five Hundred Ninety-Six Thousand Dollars (\$596,000.00). This budgetary allotment was arrived at based on cost associated with three major strategic tasks the Department of Communications shall endeavor to accomplish over the next five years.

#	STRATEGIC TASK OF ICT UNIT	TIME LINE	BUDGET
	To facilitate local churches, districts and community awareness, mobilization and organizing, development of weekly radio programs from churches, departments and agencies for dissemination and organizing community dialogue.	Mar. 2019. to Dec. 2023	\$145,000.00
	To promote the regular use of information technology at the LAC/UMC and computerized record keeping, data gathering and storage at the Central and District Offices of the church		\$165,000.00
	To strengthen Management through human capacity development, resource mobilization, operational and information design for efficiency and effectiveness of the Department of Communications.		\$286,000.00
	<b>Grand Total</b>		<b>\$596,000.00</b>

### **B. Supervision, Monitoring & Evaluation Unit**

Implementable monitoring modalities, manageable tracked risks and assessable evaluation plans that adhere to practicalities and a set of accepted best practices are crucial to continually ensuring improved credibility, transparent accountability and enhanced performances for ministries, programs and projects' successful outcomes of this Strategic Plan. Therefore, as part of mechanisms for the effective and sustainable implementation of the Strategic Plan over the next five years (2019-2023), the need for the establishment of a Supervision, Monitoring & Evaluation Unit of the church is inevitably indispensable.

This Unit of work is established to function in collaboration with but independently of all districts, circuits, departments, boards, and program agencies of the Liberia Annual Conference. This area of work shall ensure that key management information systems are put into place and executed in order to operate complementarily to enhance the ministry and mission of the United Methodist Church in Liberia.

This results-based management system shall provide for indicators monitoring, feedback assessment and performance evaluation in order to direct the strategic tasks and action plans of each of the eight ministry pillars. Also, for the purposes of routine reviewing and ongoing cross checking, a feedback verification and performance control system shall be implemented by this Unit to ensure effective implementation of the strategic objectives, specific tasks and action plans of each of the eight Pillars.

Specifically, the supervision, monitoring and evaluation strategy for enhancing the health, vitality, growth and development of the church shall allow the Supervision, Monitoring and Evaluation Unit of the Conference, assisted by the Internal Audit and Control Unit of the church, to effectively monitor and tactfully assess the church’s programs and projects as well as fiscal management performance. It shall also initiate specific actions, clear processes and tangible modalities for strengthening the monitoring and evaluation and internal audit and control systems in the Liberia Annual Conference. Hence, the main purpose for the Supervision, Monitoring and Evaluation Unit shall be to:

- a) develop and implement an integrated system to collect, collate and analyze data on indicators assessments to facilitate verification and decision-making;
- b) establish an effective appraisal system to assess the progress of ministries, programs and projects at regular intervals to ensure their successful implementation;
- c) develop relevant tools and processes that will support effective assessment and reporting for physical monitoring of the various ministries, programs and projects;
- d) prepare, track and monitor the implementation of annual work plans (AWPs) to ensure timely implementation, reporting and feedback of lessons learnt; and,
- e) ensure that the fiscal budget is aligned with the annual work plans and processes from the preparation of the policies and programs into tracking implementation and key policy initiatives.

#	STRATEGIC TASK OF SUPERVISION, MONITORING & EVALUATION UNIT	TIME LINE	BUDGET
	To set-up implementation processes for monitoring progress and assessing performance to track impact and feedback verification.	Mar. 2019 – Dec. 2023	<b>\$375.000.00</b>

	<p>To develop tools that will strengthen field support and volunteers' services for monitoring of the various ministries, programs and projects.</p> <p>To conduct performance appraisal and external evaluation for cross-checking management assessment and feedback verification.</p> <p>To prepare, track and monitor the implementation of annual work plans (AWPs) to ensure timely implementation, reporting and feedback of lessons learnt.</p>		
	<b>Grand Total</b>		<b>\$375.000.00</b>

**C. Internal Audit and Control Unit**

In addition to the establishment of a Supervision, Monitoring and Evaluation Unit, the Conference shall also establish an *Internal Audit & Control Unit*. Both units shall work in collaboration, cooperation and coordination but independently in ensuring that eight Ministry Pillars of the Liberia Annual Conference are transparently, efficiently and effectively implemented with desired results in order to enhance credibility and ensure accountability.

**1. Purpose**

The fundamental purpose for the Internal Audit and Control Unit of the Liberia Annual Conference, is to coordinate the efficiency of management control and operational measures, the reliability of information and documentation, and adherence to rules and regulations for up-holding institutional integrity and managing transparent accountability.

**2. Function**

This Unit is charged with the responsibilities for:

- a) Establishing and communicating the scope and objectives of risk management and control to appropriate units of work of the Liberia Annual Conference;
- b) Developing an understanding of the units of work area - objectives, measurements & key transaction types which involves interviews and a review of documents;
- c) Describing key risks factors facing unit(s) of work area's activities within the scope of the internal auditing and controlling for tracking and mitigation;



- d) Identifying potential risks in transaction practices in the internal controls system and to ensuring that each risk factor is properly monitored and mitigated;
- e) Developing and executing a risk-free sampling and testing to determine whether the most important internal controls are operating effectively;
- f) Reporting issues and challenges identified and negotiating action plans to mitigate these risk factors and problems; and,
- g) Tracking discovered risks findings at different intervals and maintaining a follow-up of potential risks database and internal controls for compliance purpose, etc.

### 3. Activities

As its primary activities, the Unit shall reasonably verify the reliability of financial reporting, determine that assets are being safeguarded, and ascertain risks mitigation for compliance with statutory and legal provisions, and the church’s policies and procedures. The internal audit and control activities shall include reviewing of fiscal performances, authentication of transactions, and inventory of fixed assets; as well as maintaining proper documentation to support financial transactions, reconciliation of transactions, and fiscal information system controls activities to mitigate identified risks and ensure fiscal compliance.

With the unwavering support of the Office of the Episcopacy, and cooperation of all boards, departments and program agencies, the services of both Supervision, Monitoring and Evaluation Unit and the Internal Audit & Control Unit shall prove indispensable toward the overall growth and development of the Liberia Area of the UMC over the next five years (2019-2023).

#	STRATEGIC TASK OF INTERNAL CONTROL UNIT	TIME LINE	BUDGET
	<p>To coordinate management control and adherence to rules and regulations for up-holding institutional integrity and managing transparent accountability.</p> <p>To verify financial reporting, that assets are being safeguarded, and identifies risks are mitigated for compliance with statutory legal provisions, and policies and procedures.</p> <p>To review fiscal performances, authentication of transactions, and inventory of fixed assets to support transactions, reconciliation and system controls to mitigate identified risks and ensure fiscal compliance.</p>	Mar. 2019 – Dec. 2023	<b>\$125,000.00</b>

	<b>Grand Total</b>		<b>\$125,000.00</b>
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#### **D. General Operations Budget**

While partners' support would need be invited in the mobilization of financial resources to support the Conference operational budget, moving forward, every effort shall be employed by the church's Strategic Plan Task Force to generate a significant amount of fund locally for the operations, mission and ministries of the Liberia Annual Conference. In furtherance of its commitment, recently, the Conference Council on Finance and Administration (CCF&A) developed a new financial management and accountability mechanisms to begin the process. It has also recently developed a new Conference-wide income generating scheme that has the potential for increasing resources and revenue assets of the church.

As stipulated below, over the next five years, the Liberia Annual Conference shall work with the leadership of its churches and institutions as well as its partners to generate the needed fund to support its operational budget both locally and through partners' support.

#	Logistics/Administration	COST (USD) (2019-2023)	Annual Conference Support	Partners' Support
1	Information Communication Technology	\$596,000.00	\$119,200.00	\$476,800.00
2	Computer Lab & Internet at Central Office & 12 District Offices	\$520,000.00	200,000.00	320,000.00
3	Ten Pickup Truck, and SUV for Central Office and 5 Districts	550,000.00	192,500.00	357,500.00
4	Pastors' Salary Support	500,000.00	125,000.00	375,000.00
5	Administration/ General Operations	1,700,000.00	1,000,000.00	700,000.00
6	Annual Conference Sessions	600,000.00	400,000.00	200,000.00
7	Annual Conference Secretariat	125,000.00	87,500.00	37,500.00

8	Supervision, Monitoring and Evaluation Department	375,000.00	187,500.00	187,500.00
9	Internal Audit & Control Department	125,000.00	62,500.00	62,500.00
	<b>GRAND TOTAL</b>	<b>\$5,091,000.00</b>	<b>\$2,186,700.00</b>	<b>\$2,904,300.00</b>

**E. Resource Mobilization Analysis**

The total amount of financial resources needed to be generated for implementing the eight ministry pillars of the Liberia Annual Conference over the next five years (2019-2023) is Thirty-Four - million, Nine Hundred Eighty-Four Thousand, Twenty-Eight Dollars (**\$34,984,028.00**). While the total amount of fund needed to be generated for the implementation of general operations of the church during the same period is five million, ninety-One Thousand Dollars (\$5,091,000.00). When added together, the total amount of fund the Conference shall generate for the successful implementation of the eight pillars and its general operations is Forty million, Seventy-Five Thousand Twenty-Eight Dollars (**\$40,075,028.00**).

Of this total amount, \$40,075,028.00, the fourth pillar, “*Education, Human capacity Development & Outreach*” alone accounts for Twenty-Eight Million, Nine Hundred Fourteen Thousand, One Hundred Forty-Eight Dollars (\$28,914,148.00). However, Seventeen Million (17m) of this education fund represents fund that shall be generated by the United Methodist University through loan sources for the construction of its new campus site over the next five years (2019-2023). Also, Five Million Eight Hundred Thousand Dollars (\$5,800,000.00) of the total education fund shall be generated through grants sources by the Department of Community Services (DCS) during the five-year period of this plan.

Thus, when both loan and grant funds are subtracted from the total education pillar fund, the remaining balance of the \$28,914,148.00 to be raised through local churches and districts’ apportionments, investments as well as partners’ support shall be Six Million, One Hundred Fourteen Thousand, One Hundred Forty-Eight Dollars (\$6,114,148). And of this amount, like for each of the other pillars, the Liberia Annual Conference shall endeavor to generate twenty-five percent locally, that is, \$1,528,537.00, and shall solicit the support of partners for the remaining

seventy-five percent which amounts to \$4,585,611. The table below provides an analysis of the breakdown of the Education Fund represented by Pillar #4.

**Table of Pillar #4:**

#	Strategic Task	Total Budget	Grant	Loan	Local Support	Partners' Support
4	Education, Human capacity Development & Outreach	28,914,148.00	5,800,000.00	17,000,000.00	1,528,537.00	4,585,611

As indicated in the table above, Pillar Four has the highest budgetary allotment, and is the only pillar of the eight that has sources of funding including grants and loans.

## **Conclusion**

The Liberia Annual Conference of the United Methodist Church, under the Episcopal leadership of Bishop Samuel J. Quire Jr., is well on its way into the future with hope. Having developed this Strategic Plan Document out of an evaluation of the ministries of the church during the past four quadrennia (2000 to 2016), having assessed its successes and challenges, opportunities and threats, and having identified priority projects, programs and ministry areas of the UMC for the next five years (2019-2023), there is a high probability that the church shall make significant progress in the fulfillment of its mission and witness to the world.

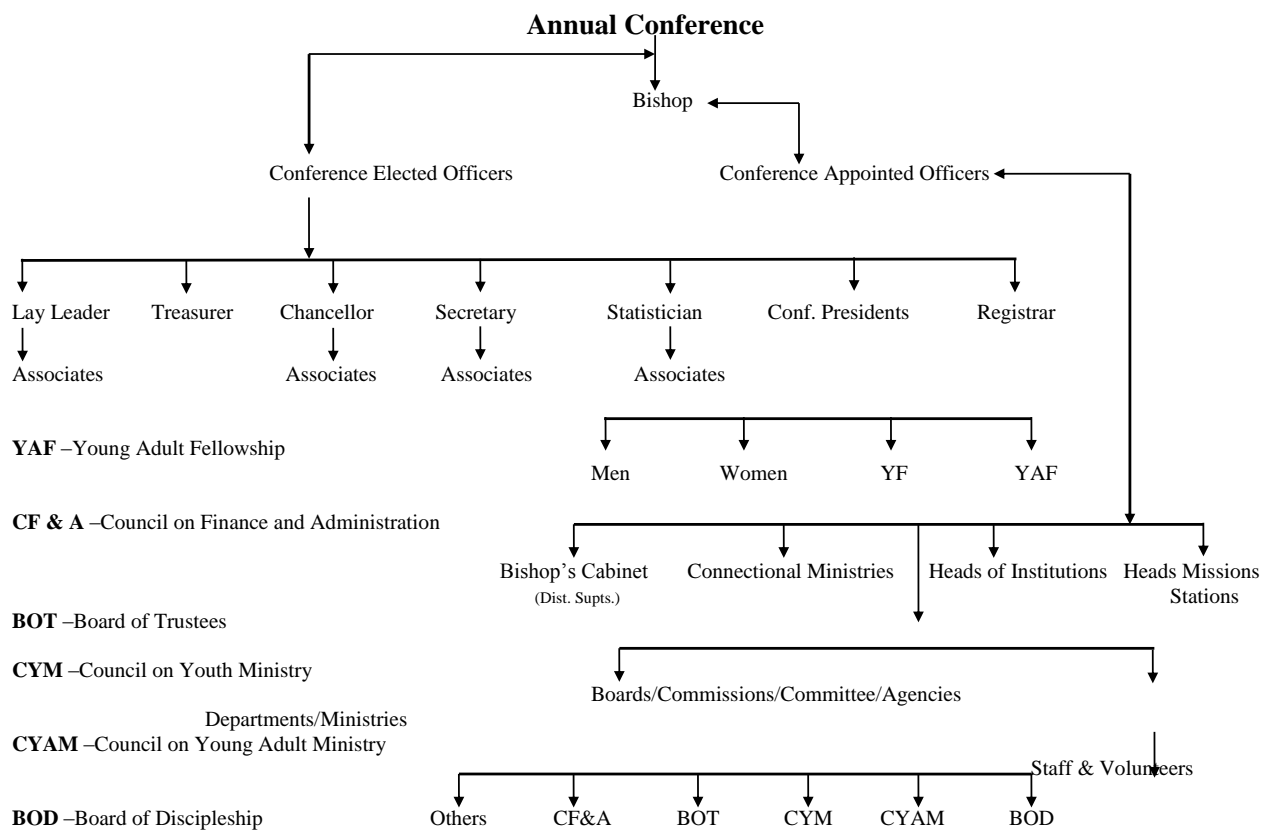
What remains is mobilizing the needed resources locally and through partners' support, putting into place the right mechanisms for monitoring and supervising the implementations of the eight Ministry Pillars based on the empirical data derived from the assessment. The Conference leadership is also committed to strategically training and assigning personnel based on quality, competence and character.

As the research findings revealed, the provision of terms of references, coupled with effective plans for monitoring and evaluating the ministries, programs and projects of the church is critical for attaining desired results. That is why this strategic document identified the need for the full establishment and operations of a Supervision, Monitoring and Evaluation Unit as well as an Internal Audit Unit of the Liberia Annual Conference to take immediate effect at the commencement of the implementation of this five-year plan.

It is our ardent prayer and hope that this strategic guide will be an empowering tool enabling members, pastors, leaders of the laity, superintendents of districts and circuits, pastors of churches, heads of departments, heads of boards and heads of agencies to effectively execute the ministries, programs and projects of the church with high degree of commitment and dedication. May God



**Appendix Two: Structure of the Liberia Annual Conference, The United Methodist Church**



**Appendix Three:**      Missionary Superintendents & Bishops of the LAC/UMC

<b>Name</b>	<b>Date of Service</b>
Rev. Melville B. Cox	April-July 1833
Rev John Spaulding	1833-1834
Rev. John Seys	1834-1841
Rev. John Benham	1841-1847
Rev. N. S. Bastion	1949-1850
Rev. Levi Scott	1850-1853
Bishop Francis Burns	1858-1863
Bishop John W. Roberts	1866-1875
Bishop Gilbert Haven	1876-1883
Bishop William Taylor	1884-1896
Bishop Joseph C. Hartzell	1896-1904
Bishop Isaiah B. Scott	1904-1916
Bishop A. Priestley Camphor	1916-1919
Bishop Matthew W. Clair	1920-1928
Bishop W. O. Shepard	1928-1932
Bishop Eben S. Johnson	1932-1936
Bishop John Springer	1936-1944
Bishop Willis J. King	1944-1956
Bishop Prince A. Taylor, Jr.	1956-1965

*The time gaps between tenure of services of these missionary leaders indicate periods in the Church's life and ministry when it was without appointed leadership; that is, when a leader from the US was not available. At such times some indigenous leaders filled in the gap. For example, "From 1847 to 1849, when an expatriate leader was not available, the mission field was divided between three Liberian Itinerant Evangelists: John Wright Roberts (Monrovia), James S. Payne (Grand Bassa) and Francis Burns (Cape Palmas)"<sup>1</sup>. In fact, much of the successes of the Liberia Mission were due to the faithful labors of indigenous preachers and evangelists. They are our unsung heroes and heroines whose stories are unheard of because they were never written.<sup>2</sup> The*

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<sup>1</sup> Methodism in Liberia: Its Roots, Birth and Growth (J. P. Kulah, Dept. of Evangelism, UMC, Monrovia, 2004, P.27

<sup>2</sup> Book of Discipline of the UMC, Africa Central Conference Edition, UM Publishing House, Nashville, Tenn., 1990, p.3



*leadership and ministries of all the General Superintendents and Bishops contributed very highly to the life and ministries of the Methodist Church in Liberia prior to it being taken over by indigenous Bishops. The first General Superintendent assigned to Liberia by the General Conference of the Methodist Church was Rev. John Seys, while the last expatriate leader was Bishop Prince A. Taylor, Jr. B*

***Appendix Four: Indigenous Bishops of the LAC/UMC***

NAME	TENURE
1. Rev. Stephen Trowen Nagbe	1965-1973
2. Rev. Dr. Bennie DeQuincy Warner	1973-1980
3. Rev. Dr. Arthur Flomo Kulah	1980-2000
4. Rev. Dr. John Ginga Innis	2000-2016
5. Rev. Dr. Samuel Jerome Quire, Jr.	2016-Present

**Appendix Five: Conference Officials of the LAC/UMC**

<b>NO</b>	<b>NAME</b>	<b>POSITION</b>	<b>PHONE #</b>	<b>EMAIL</b>
1	Rev. Dr. Samuel J. Quire, Jr.	Bishop	+231880684645/ +231775280229	<a href="mailto:Smauel.quire@gmail.com">Smauel.quire@gmail.com</a>
2	Bro. Tolbert G. Nyenswah	Conference Lay Leader	0777558612	<a href="mailto:imschair@gmail.com">imschair@gmail.com</a>
3	Sis. Theresa Davis	1 <sup>st</sup> Associate Conference Lay Leader – Region One	0886517791	<a href="mailto:Marpue2005@yahoo.com">Marpue2005@yahoo.com</a>
4	Fth. John Kolleh	2 <sup>nd</sup> Associate Conference Lay Leader – Region Two	0886878901	
5	Fth. C. Allison Paygar	3 <sup>rd</sup> Associate Conference Lay Leader – Region Three	0777296467	allisonopagar@gmail.com
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**Appendix Eight:** Major Conference Program Areas of Assessment (2000-2016)

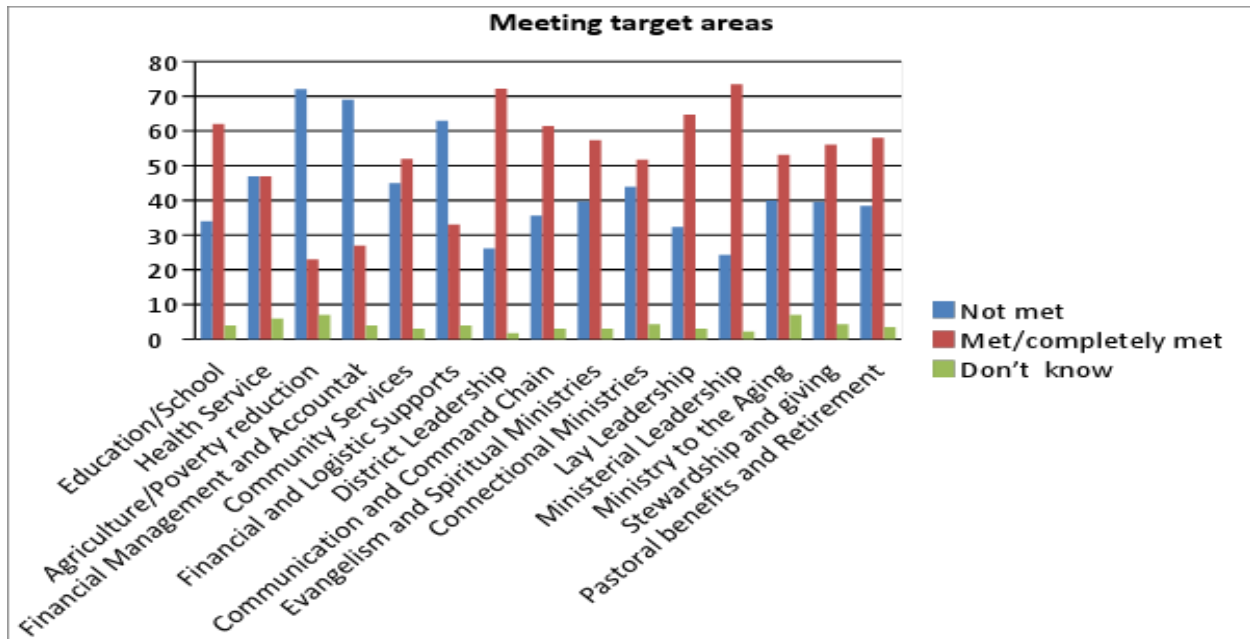


Table of major program areas, projects and institutions assessed by participants during the Strategic Planning Process. The dark blue color indicates inadequate or underperformance; brown indicates good performance; while the green color indicates number of participants who did not have any information on the subject being assessed.

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36.	To be named	S.T. Nagbe White Plains Retreat Center		

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**Appendix Eleven: SWOT Analysis (Assessment) of LAC/UMC**

## STRENGTH

- Committed to the provision of education and scholarship opportunities for members and community
- Committed to community services-health care, safe drinking water, hand pumps, pit latrine, etc.
- A connectional Church
- Strong women education and empowerment programs
- Trained and informed church leaders
- Extensive Evangelization, church planting and growth
- Improved communication/Radio programs
- Providing ministry to the aging
- Strong advocacy-Human right and justice program
- Specialized ministries to children, youth and young adults
- Making financial contributions to the global church
- Providing services to the West Africa Central Conference, Central Conferences of Africa, and global church through boards and agencies
- Increased training in theological education at graduate and post-graduate levels

## WEAKNESSES

- Low level of unity among key leaders
- Inadequate financial management of church resources
- Program-focused church with minimum spiritual impacts
- Inadequate care and support for Pastors
- Centralization of key conference ministries and programs-Monrovia based
- Poor accountability and stewardship of services and resources
- Poor monitoring and supervision mechanism across annual conference
- Underdeveloped evangelism, discipleship and spiritual formation programs at district and local church levels
- Secondary and tertiary Education programs lack spiritual depth
- Conference agricultural program deprioritized
- Decline in Youth and Young Adult ministries
- Poor stewardship of church lands and properties
- Lack of protection for LAC properties
- Lack of bibles, Book of Discipline, training resources in local languages
- Poor performance of some personnel due to incompetence
- Low level of morality among some leaders in positions of trust

## OPPORTUNITY

- The connectional nature of the global UMC that invites and strengthens partnership at all levels of the church
- New training programs (Alpha and ILI) designed for outreach to districts through the Department Evangelism and Missions
- Scholarship and training programs available through General Board of Higher Education and Ministries (GBHEM),
- General Board of Global Ministries (GBGM) and the Africa University to improved human capacity and resource
- New financial management and accountability mechanisms developed by new leadership of the Council on Finance and Administration (CCF&A)
- New Conference income generating scheme being developed by CCF&A resulting to potential increase in resources
- Vibrant spirit of leadership development and growth among Youth and Young Adult Fellowships; Men and Women Organizations at local church, district and conference levels
- Increase in Annual Conference membership resulting to increase in representation at General Conference
- Youth and Young Adult Fellowships, and Men and Women organization prioritizing leadership training Program across the Conference
- Improvement in LAC/UMC and Lutheran Church in Liberia partnership relationship
- Increase in clergy education at bachelor, graduate and post graduate levels
- Availability of vast agricultural land in every district of the Liberia Episcopal Area
- Influential role and services of United Methodists in the public and private sectors
- Availability of the Book of Discipline to most Conference officials and pastors
- An organized and structured church

#### THREATS

- The issue of human sexuality that threatens a potential split in global United Methodism
- Limited voice of young people in the hall of decision-making with the Liberia Annual conference
- Incompetent Staff and misplacement of personnel in some strategic positions of the church
- Inadequate transportation for enhance ministries across the Annual Conference
- Limited inclusion of rural members in conference-level positions and committees
- Inadequate salaries and benefits compel pastors to opt for second and third jobs
- Poor stewardship and mismanagement of Conference resources with impunity
- The temptation of active pastors to take on government appointed positions
- Poor evaluation, monitoring, and supervision of conference agencies
- Limited emphasis on the spiritual vitality of the church
- Poor Financial management and accountability
- Inadequate mechanism for instituting spiritual discipline of members across the annual conference
- High rate of family crises (separation and divorce) among members and leaders
- Inadequate Conference-wide program for supporting marriage and the family life
- Pronounced ethnic-tribal-regional sentiments in the assignment of strategic conference positions rather than a process based solely on quality, competence and character
- Secession of some members of the church over disagreement with Conference officials

#### *Appendix Twelve: Advance Asking Assigned Number to Projects*

#	Projects, Programs and Institutions of the UMC in Liberia	Advance Numbers
1	Bishop Judith Craig Children Village: Providing basic needs, education, counseling and health care to orphaned children	11820A
2	Bopolu United Methodist Mission Station: Providing holistic services through the church, school and clinic for transformation of the world	3022282
3	Brighter Future Children Rescue Center Program: Helping ex-child soldiers, prostitutes, rural teen mothers and poor children build better lives	3020790
4	Camphor United Methodist Mission: Providing education, health care and agricultural training to help people recovering from war	12548A
5	Construction of New School Buildings: Constructing primary schools in rural communities to improve the lives of children	3020670
6	Feeding of Homebound Elderly and Training Caregivers: Providing basic care services to 500 elderly people	3020646
7	Ganta United Methodist Hospital: Providing quality and affordable health care in the rural north	15080N
8	Ganta United Methodist Mission Station Program Support: Educating the community on agriculture sustainability	14369T
9	General Health and Ministry: Constructing a new hospital, improving existing facilities and providing health education	3020622
10	Girls' Dormitory: Providing a dormitory to accommodate vulnerable women enrolled in vocational training in Monrovia	3021062
11	Healthy Women, Healthy Liberia (HWHL): Providing women's preventative health education and medical clinic services in Margibi County	3022266
12	Hope for the Deaf Skill-Training Program: Providing skills training for hearing-impaired persons	14365A
13	Liberia Reconstruction Projects: Supporting reconstruction efforts of the Liberia Episcopal Area	15126N
14	United Methodist University: Granting higher education institution of the Liberia Annual Conference of the United Methodist Church	3022302
15	My Heart's Appeal for the Intellectually Disabled: Establishing a campus in Monrovia, Liberia, to address the needs of the intellectually disabled	3022086
16	Operation Classroom — Liberia Improving secondary education through partnership with The United Methodist Church in Liberia	3020494
17	Revitalization of Gbarnga Mission and School of Theology	3020679
17	Sheltering the Children of John Dean Town: Building and furnishing two dormitories for boys and girls attending school in rural John Dean Town	3021654
18	Scholarships for Elementary, Secondary, College and Seminary Education: Providing scholarships for active members of United Methodist churches	15125B
19	Water for Life: Constructing wells to provide clean water and toilets to improve the living standards in communities	3020811

***Appendix Thirteen: United Methodist Institutions, Location and Date of Establishment***

No.	SCHOOL	LOCATION	LEVEL	Year Established
1	J.J. Roberts	Sinkor, Montserrado	Senior High	1962
2	John L. Morris	Paynesville, Montserrado	Senior High	1993
3	College of Wesr Africa	Monrovia, Montserrado	Senior High	1839
4	St. Matthew	Logan Town, Montserrado	Senior High	1969
5	Trinity	New Kru Town, Montserrado	Senior High	1991
6	John Kofi Asmah	West Point, Monrovia	Senior High	1992
7	Henri Wilmot Dennis	Lower New Georgia, Montserrado	Senior High	1985
8	Bishop Arthur F. Kulah	Virgina, Montserrado	Senior High	1996
9	Urias B. Freeman	Robertsport, Grand Cape Mount	Senior High	1962
10	Anderson Weamah	Tubmanburg, Bomi	Senior High	1975
11	Eric Scott Memorial	Bopolu, Gbarpolu	Senior High	2014
12	I. J. Williams	Unification City, Margibi	Senior High	1984
13	Harrette E. Bailey	Duahzon, Margibi	Senior High	2001
14	George V. Gibson	Kakata, Margibi	Senior High	1958
15	Quest	Cotton Tree, Margibi	Senior High	2013
16	John Wesley	Wealah, Margibi	Senior High	2006
17	W.P.L. Brumskine	Buchanan, Grand Bassa	Senior High	1960
18	W.V.S Tubman Gray	Gbarnga, Bong	Senior High	1949
19	Ganta	Ganta City, Nimba	Senior High	1926
20	Agnes Labala Memorial	Saccleapea, Nimba	Senior High	2009
21	Tappita	Tappita City, Nimba	Senior High	1993
22	Zwedru	Zwedru, Grand Gedeh	Senior High	2009
23	Jasper Grant	Pleebo, Maryland	Senior High	1998
24	J. S. Pratt	Harper City, Maryland	Senior High	

25	Harrison W. Grigsby	Greenville, Sinoe	Senior High	1960
26	J. J. Dickson	Barclayville, Grand Kru	Senior High	1936
27	Diecke	Diecke, Guinea	Senior High	1994
1	C. W. Duncan	Clara Town, Montserrat	Junior High	1980
2	Evelyn S. Chapman	New Georgia, Montserrat	Junior High	2010
3	New Hope UMW	Mt. Barclay, Montserrat	Junior High	2012
4	Janice Lee. McClain	Marshall City, Margibi	Junior High	1995
5	J.C. Early	Buchanan, Grand Bassa	Junior High	1998
6	J. F. Yancy	Tubmanville, Grand Bassa	Junior High	1940
7	John N. Gwaikolo	Zekepa, Nimba	Junior High	2006
8	Gbloryee	Gbloryee, Nimba	Junior High	2004
9	Kpain	Kpain, Nimba	Junior High	1975
10	Yao-Lepula	Lepula, Nimba	Junior High	1995
11	Sanniquelleh	Sanniquelleh City, Nimba	Junior High	2004
12	Tailor Town	Tailor Town, Bong	Junior High	1963
13	Cestos UMS	Cestos City, Rivercess	Junior High	2002
14	J. J. Roberts Mem. Siafa- Keh	Siafa Keh Town Grand Cape Mount	Junior High	2010
15	Mary Allen	King Williams Town, Sinoe	Junior High	1998
16	Anna E. Hall	Atlantic City, Grand Kru	Junior High	1962
1	Hope for the Deaf	Sinkor, Montserrat	Elementary	2003
2	Snorton	Sasstown, Montserrat	Elementary	2009
3	Gretta Moffat UMS	John Dean Town, Grand Bassa	Elementary	2005
4	St. John Neepe U. M. Comm. Sch.	Borzohn, Grand Bassa	Elementary	2010

5	Redbita UMS	Gentrol Yah, Grand Bassa	Elementary	
6	Zacchaeus Garjay Memorial	Gboko Town, Tubmanville	Elementary	2005
7	Garr	Garr-Dingamon, Nimba	Elementary	1991
8	Gbedin	Gbedin, Nimba	Elementary	
9	Korsen	Korsen, Nimba	Elementary	1996
10	Kpiekpoa	Kpiekpoa, Nimba	Elementary	
11	Beo-Lontuo	Beo-Lontuo, Nimba	Elementary	
12	Samuel Ziah	Kpah Town, Rivercess	Elementary	1998
13	Francis Asbury	Nana Kru Town, Sinoe	Elementary	1998
14	Toe Gbadee Memorial	Sinoe	Elementary	2015
15	Thomas Brewer	Behwan, Grand Kru	Elementary	1984
16	Dweken	Dweken, Grand Kru	Elementary	2013
17	Jemima Camp Freeman	Voinjama City, Lofa	Elementary	1983

**Appendix Fourteen:** United Methodist Hospitals and Clinics in Liberia & Guinea

#	Liberia Annual Conference Health Center	Location
1	Ganta United Methodist Hospital	Ganta, Nimba County
2	Diecke Health Center	Diecke, Republic of Guinea
3	John Dean Town Clinic	Grand Bassa County
4	Camphor Mission Clinic	Grand Bassa County
5	Weala Clinic	Weala, Margibi County
6	Boway Clinic	Boway, Bong County
7	St. Matthew United Methodic High School Clinic	Logan Town, Monrovia
8	Bopolu Mission Clinic	Bopolu, Gbapolu County

9	Harper Clinic (under Construction)	Harper, Maryland County
10	Gbazohn Town Clinic,	Gbazohn Town, Sinoe County

***Appendix Fifteen: Liberia National Population Census (2008)***

<b>No.</b>	<b>Geographical Area</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
1.	Bomi County	42,940	41,179	84,119
2.	Bong County	164,859	168,622	333,481
3.	Gbarpolu County	43,906	39,482	83,388
4.	Grand Bassa	110,913	110,780	221,693
5.	Grand Cape Mount	65,679	61,397	127,076
6.	Grand Gedeh	64,994	60,264	125,258
7.	Grand Kru	29,648	28,265	57,913



8.	Lofa County	133,611	143,252	276,863
9.	Margibi County	106,840	104,083	201,923
10.	Maryland County	70,855	65,083	135,938
11.	Montserrado	549,733	568,508	1, 118,241
12.	Nimba County	230,113	231,913	462,026
13.	River Cess County	37,224	34,285	71,509
14.	River Gee County	34,863	31,926	66,789
15.	Sinoe County	54,767	47,624	102,391

Source: *Liberia Institute of Statistics and Geo-Information Services (LISGIS).*

***Appendix Sixteen:*** Photo Gallery



Rev. Melville B. Cox (Feb.-July 1833)



**Liberia Partners Round Table Conference, Ganta, Nimba County, April 17-21, 2018**



Bishop Samuel J. Quire-Speaking at opening session of Liberia Partners Round Table Conference



Chief Facilitators at Liberia Partnership Roundtable Conference



Participants at Liberia's UMC Round Table Conference-Facilitator leads a teaching session



Pastor Rose Fahart-Director, Women Works



LAC/UMC Round Table Conference-  
Small Group Discussion on Liberia's UMC  
Five-Year Strategic Plan

**United Methodist Schools-Spread across all 15 counties of Liberia**







College of West Africa, Monrovia



George V. Gibson UMS, Kakata



Students in laboratory sessions at Harriette E. Bailey Memorial UMS, Duahzon

## Health Facilities of the Liberia Annual Conference



Ganta Hospital, Ganta, Nimba County



George Z. Dean Memorial Clinic  
Camphor Mission Station, Grand Bassa County



John Dean Town Clinic-Grand Bassa County



Weala Clinic, Weala, Margibi County



Diecke Health Center, Guinea



# United Methodist Rural & Agriculture Development Program (UMRADP)



UMDARP-Pig Production



UMDARP-Small Ruminants Project



UMDARP-Food Production



**Department of Evangelism & Missions:** Producing Converts, Making Disciples, Equipping Leaders



Accelerating the spread of the Gospel-leading many to faith in Jesus Christ



Giving to poor and needy Pastors



Equipping Leaders of Leaders to spread the Gospel



Reaching the children for Christ



Breaking ground for new church construction



Baptizing new converts- growing the membership of the church through intentional evangelism



## Human Rights Monitor



Human Rights Monitor Director, Jefferson Knight, and team provide safe drinking water to communities





**Conference United Methodist Women** at a training session in Cape Palmas, Maryland County



**Conference Young Adults** of the Liberia Annual Conference of the United Methodist Church



**Conference Youth and Young Adults** posed for photos with Director, Daniel Lincoln