



(The Mount Sinai from where Moses had received 10 Commandments from God)

# Strategy Paper 2021-2030 The Church of Bangladesh



Trust in the LORD

with all your heart,

and *lean not*

*on your own understanding;*

In all your ways **submit**

**to Him,** and **He will**  
**make your paths**  
**straight.**

*Proverbs 3:5-6*

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# Foreword

Our immense pleasure is to present our first-ever **“Strategy 2021–2030”** of the Church of Bangladesh.



The Church of Bangladesh believes in the snowball method. We will learn together and grow together for building the congregation during the set time and turn them into a missional church in Bangladesh by 2030. We are aware of all the challenges waiting for us and the assumption that we will be managed by the members of the Synod Executive and all the sub-committees members.

We want to take this opportunity to express our gratitude to all the Mission Partners and donors who encouraged us to design this long-cherished document. Our special gratefulness goes to the Mission Partners, who contributed the resources, especially the Anglican Communion Fund, United Society for the Partnership in Gospel and Council for World Mission, to put everything into this document as much as possible.

On behalf of the Church of Bangladesh, I would like to thank strategy development team and all the people who collected the data and information, the church members who contributed and the persons who compile all the data and editing work done effortlessly to prepare this abridged version.

We pray to our loving Almighty God to guide us in implementing this **“Strategy Paper 2021-2030”**.

In Christ,

+ 

The Most Revd. Samuel Sunil Mankhin  
Moderator and Primate  
The Church of Bangladesh

# Strategy Paper 2021-2030

## Of The Church of Bangladesh

This strategy paper has been prepared entirely depending on God's direction and guidance of the Holy Spirit. As we know, the strategic plan helps to align the unique gifts and resources that God has given the church and its institutions/organizations to take advantage of their opportunities.

As an effective management tool, the strategic plan will improve the church by monitoring programs, resources, time of all relevant personnel and keeping all those in the same direction. This strategic plan will serve as the following forms:

- Reflects the values of the church.
- Defines what is most important for achieving success.
- Assists everyone in daily decision making.
- Keep everyone on the same page, focused and pulling in the same direction.
- Creates a culture of strategic thinking.
- Indicate approaches towards sustainability of the church.
- Supports towards spiritual enrichment and extend the kingdom of God to the unreached.

Through engaging all level church members – clergies, catechists and lay leaders through group discussion, workshops, reflection, discernment, all information for the Strategy has been gathered and used for reflecting opinions of all the contributors to develop the strategic plan.

Honorable Moderator with the Synod members will execute the strategic plan for the wellbeing of the church members. Above all, for the gradual growth of the Church of Bangladesh (CoB) with the spirit of bearing and proclaiming the Good news to every creature being Salt and Light for the whole world (Mtt.5:13-16, 28: 19-20).

The Strategy is a living document and has every possible review, adding amendment on it considering the time and changed situation over a certain period.

## About Church of Bangladesh (History & Present)

The Church of Bangladesh is a united Protestant church formed by the union of various Protestant churches in Bangladesh, principally the Anglican and English Presbyterian denominations. The Church of Bangladesh is a member of the Anglican Communion, World Communion of Reformed Churches, Christian Conference of Asia, Council for World Mission and World Council of Churches. The following table presents about CoB in brief

### **Constitutional background of CoB**

After the separation of the sub-Continent in 1947 till 1951, the then Dhaka Diocese was with, and under the Diocese of Calcutta, with the Anglican Churches of India, Pakistan Burma and Ceylon. Till 1970 the English Presbyterian Church was running with the United Church of North India with its complete identity. All the Anglican Churches of Pakistan, United Church, United Methodist Church and the Lutheran Churches of Pakistan came and united under one umbrella. In the meantime, there happened the Liberation War between East and West Pakistan.

Finally, Bangladesh became a fully independent and sovereign country in 1971 and had no more relation with the Church of Pakistan. Hence the Anglican Church and the English Presbyterian Church in Bangladesh got separated from the Church of Pakistan and united. On April 30 1974, in Karachi in the Synod of Pakistan Church and then onwards, the United Church of Bangladesh was declared a fully autonomous and independent status Church within the land territory of Bangladesh!

Following the creation of the Church of Bangladesh, efforts were made to increase local leadership. Rt. Rev. Banrnobus Dwijen Mondal was consecrated as the first national Bishop of Dhaka Diocese in 1975. After creating the Synod, Bishop B. D. Mondal became the first Moderator of the Church of Bangladesh and Rt. Rev. Michael S. Baroi, the Deputy Moderator and the Bishop of Kushtia Diocese, the second national Bishop. At the time of Bishop B.D. Mondol's retirement, a new Bishop was elected, and Rt. Rev. Paul Shishir Sarker became the third national Bishop of the Church of Bangladesh. The present Moderator is Rt. Rev. Samuel Sunil Mankhin, and the Moderatorship handed over to him by Rt. Rev. Paul S. Sarker on November 17, 2018.

## Congregations at present in COB (2021)

Synod	1	Cathedrals	3	Bishop	3
Dioceses	3	Brother Hood	1	Catechist	54
Deaneries	7	Sister Hoods	2	Parish	110
Ctg. City Pastorate	1	Priests	29	Members	22,345

### The Dioceses in brief

#### Diocese of Dhaka

Erected in 1956 by dividing the Diocese of Calcutta, the Diocese (called initially "East Bengal") covered all East Pakistan. The Moderator of the Synod has usually also been the Bishop of Dhaka Diocese. Rt. Rev. Samuel S Mankhin, as the Moderator (Since November 19 2018, continues).

#### Diocese of Kushtia

Founded from Dhaka Diocese in 1990. Rt. Rev. Hemen Halder became the fourth Bishop of Kushtia Diocese, consecrated on January 27 2019, at Bolonpur Mission of Rajshahi (2019 continues).

#### Diocese of Barisal

Founded from Dhaka Diocese in 2017. Rt. Rev. Shourabh Pholia became the first Bishop on April 30 2017 of the newly formed Barishal Diocese.



## **Relationship with Church Mission Partners**

At present, the CoB has a partnership with the prominent Churches of the world, namely: The Church of England, The Church of Scotland, The Church of Wales, Presbyterian Church in the USA, Methodist Church in Great Britain, Reformed Churches in the Netherlands, Anglican Church in North America, Episcopal Church in the USA, Church of North India, Church of South India and Church of Pakistan.

And with the worldwide ecumenical body like; The Anglican Communion, The World Communion of the Reformed Churches, The Christian Conference of Asia, Council for World Mission, National Council of Churches Bangladesh, World Council of Churches and with the many others churches through their charity and development organs are our valued mission partners for witnessing Christ our Savior among the underprivileged communities in this country.

## **Mission Evangelism and Church Plantation**

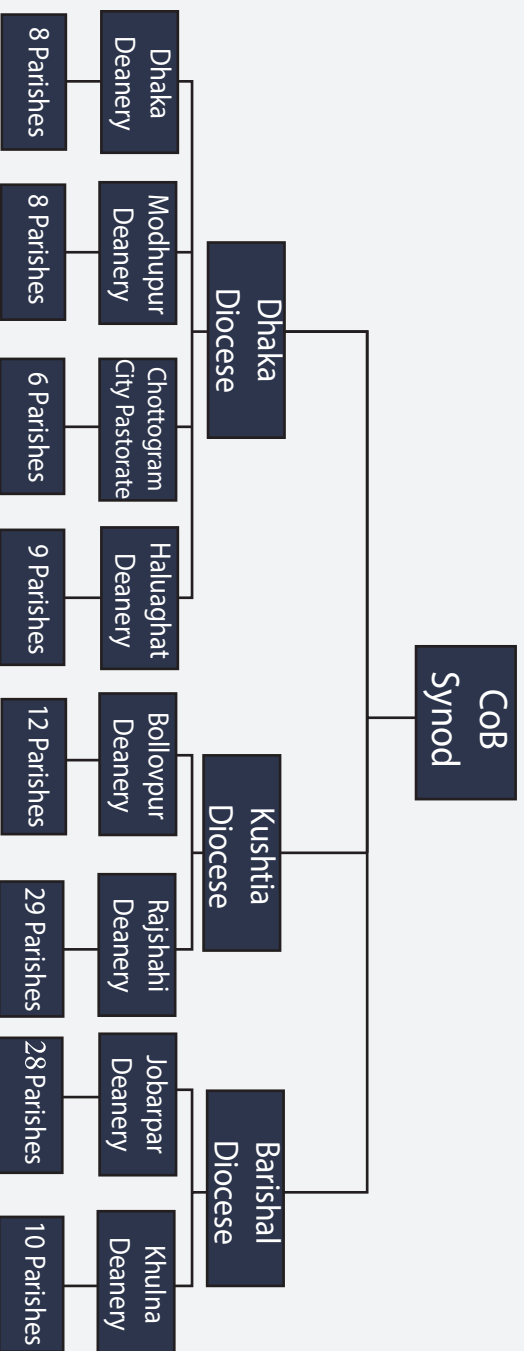
Since 2011 the Church of Bangladesh emphasized preaching the Gospel in new areas, doing evangelical works, and planting new congregations. CoB has been carrying out it as a Church and its ecclesiastical manner and power and a part of the works to propagate the Good News of our Lord and Savior Jesus Christ and to extend the Kingdom of God.

The present Moderator Samuel S Mankhin when he was in Kushtia, by his direct presence, guidance and deep passion, preached the Good News of Jesus Christ in the new areas. Rev John Probhudan Hira, Late Rev Sanjib Bala, Rev Simson Mazumder, Rev Immanuel Mollick, Rev Salku Murmu, Rev Anil Murmu and Rev Michael Soren supported the Bishop in this preaching works and planted sixteen new congregations in Tanore, Godagari Thana/P.S. under the district of Rajshahi and Chapainawabganj.

Bishop Pholia, when he was then the Dean of Rajshahi, also planted a church at Jhinafulbari. Eleven evangelists appointed to look after those new congregations, on the other side Rt. Rev. P. Sarker, with Rev Daniel Mondal and Rev. James Baroi, preached in Khagrachari and planted five new congregations and appointed five Evangelists there.



## Structure Of The Church Of Bangladesh and Its Ministries



# Ministries of COB



## Background of Strategy Development:

Having a good strategy was one of the topmost requirements of the CoB. In 2019, the senior leaders of the CoB took the fervent decision for preparing a strategy paper, being enthusiastic and warned by the words of God that say, *"May He give you the desire of your heart and make all your plans succeed" (Psalm 20:4)*. In the parable of building a tower, the Lord Jesus Christ says, *"Suppose one of you wants to build a tower. Will he not first sit down and estimate the cost to see if he has enough money to complete it?" (Luke 14:28)*.

The senior leaders of CoB realized in time that a prudent church knows where it is going, and planning helps them get there. Every mistake revealed on a planning sheet saves the cost, pain, and waste of the same mistake in real life. They believed and followed the scripture saying, *"The wisdom of the prudent is to give thought to their ways" (Proverbs 14:8)* and took some wise decisions, including the strategy preparation.

The Strategy Paper will answer crucial questions like, *"Do we know where our church is going? What will our church be like in 5-10 years? Will we be a few steps closer to realizing our Vision and Mission?"*

The second stage of the strategy development process began with a word of prayer by the Moderator. Completing several meetings conduction, information collection and collation, data processing & analysis, baseline report producing, finally, the strategy paper has produced by the grace of God with contributions of all level members of CoB.

## **Strategic Focus And Priorities Of CoB For Next One Decade**

Church of Bangladesh has prioritized and identified six core areas to focus on in its 'Ten years' Strategic Paper' (2021 -2030). The Vision, Mission, Values and Strategic Goals and their related objectives and interventions formulated to address those core areas. Our strategy will be regularly monitored in light of set milestones and **external environment.**

### **Focus Area-1: Spiritual Sustainability:**

Spiritual renewal through "prayer in tears" with fasting and faith, listening to God's call in all places, repent for past mistakes and to work toward reconciliation and thus promoting unity with all, nurturing a deep reliance on God, stronger spiritual formation of youth and children, practicing evangelism, forming of family prayer teams, promoting Bible reading, fostering dialogue & fellowship for women, men and youth, increasing the number of worshipers in the church services, practicing 'Christ-centered' actions, observing trustworthy stewardship, hosting local Bible School.

### **Focus Area-2: Strengthening Financial Capacity:**

By reassessing the church properties and expenditure, utilizing resources already available to the CoB (land, infrastructure) and keeping safe the properties. Refrain from being luxurious, power decentralization for a practical sustainability goal, practicing generosity in donation and tithes, selling the unused, barren land that the CoB owns - to create a CoB Endowment Fund. A savings plan, initiate interreligious dialogue to build a solid partnership to combat the radicalism, patriarchal culture and to address the present crisis more effectively.

### **Focus Area-3: Leadership & Human Resource Development:**

Develop human resources (staff & others) with updated knowledge to address the present crisis more effectively. Implement skill development training for the youths and women. Accept the challenge of sacrifices, upgrade the schools and develop more profitable schools. Upgrade the hospital and make it better, create funding for education and medical practices for future church leadership.

Introduce income-generating interventions, credit, suitable investments. Caring for the senior citizen recognizing their values and importance and supporting the access challenged people, and at last, develops the knowledge to address the present crisis more effectively.

#### **Focus Area-4: Earning Revenue From External Sources:**

Emphasize in engaging skilled and experienced personnel for program management, avoid dishonest negotiator, continuing and increasing communication with the donors for funds, more project proposals writings and submission for getting new projects in new areas, implements the SMART plan, implementing present projects with quality for donors' satisfaction, Strengthening network and partnership to serve the community more effectively in their material and spiritual needs, contextualizing church approach to present needs and challenges grasping properly political, economic, social, technological, environmental and spiritual arenas - locally and globally,

#### **Focus Area-5: Serving And Protecting The Environment And 'Look Outwards' To Tackle Climate Changes:**

Promote program for loving & caring for the nature of God's creation, implementation of the awareness program on pollution, disaster, implementing tree planning program, seeking partners who work on climate change and work with them.

#### **Focus Area-6: Creating An Inclusive And Safe Community For All Creation.**

Churches can no longer ignore the systemic segregation of the local church if they hope to present a credible witness of Christ-like love for all people in an increasingly diverse and cynical society. Rather, our churches must become inclusive communities of faith, encouraging and embracing oneness in Christ without any form of gender discrimination or abuse.

## Setting Vision, Mission, Values & Principles

**Vision Statement:** *Following the scripture from Gospel Mathew 5:13-16, the Vision of CoB has been formulated.*

**“We envision to be the salt and light wherever we will be and expand our footprints and achieve financial stability through our love and deeds by 2030”.**

**Mission Statement:** *Following the scripture verse from Luke 4:18, the Mission statement of CoB has been articulated.*

**“Proclaim the Good News by teaching and responding to human needs, by loving service and transform unjust structures of society to safeguard the integrity of creation, sustain and renew the life of the earth.”**



**Values of CoB:** *Following principles will guide us in all stages of CoB management.*

1. **EXCELLENCE** - *to glorify God.*
2. **ENGAGE** - *as many people as possible.*
3. **EQUIP** - *and educate all in Christian living.*
4. **EXPAND** - *using the most effective means to impact*
5. **ENCOURAGE** - *making an eternal difference in this generation.*
6. **EATERNAL LIFE** – *Salvation through the Lord Jsus Christ.*
7. **EQUALITY** – *God shows no partiality and accepts no incentives.*

## **Key Principles of Implementing Ministries**

1. **Compatibility:** undertake programs which are compatible with our vision, mission, values & principles.
2. **Participation:** participation of stakeholders is ensured.
3. **Gender Equality:** ensure gender equality while developing and implementing programs.
4. **Capacity Building:** address capacity building and empowerment through programs.
5. **Partnership & Network:** work in partnership or with network for strengthening the programs.
6. **Non-discrimination:** address discrimination based on ethnicity, faith, age, sex and physical ability.
7. **Sustainable and Culturally Acceptable:** undertake programs that are culturally acceptable and sustainable.
8. **Nonviolence Means:** ensure nonviolence means while developing and implementing programs.
9. **Transparency and Accountability:** work to strengthen transparency and accountability in all programs.







**Strategic Goal and Choices:** Based on the ministries of the CoB and in line with the Vision, Mission and Values, following strategic goals and choices have chalked out, and they are as follows:

Ministry & Beyond	Strategic Goal	Strategic Choices
<b>Children</b>	1. Children Educated With Kingdom Knowledge In 112 Parishes By 2030.	<ul style="list-style-type: none"> <li>• Children's Ministry</li> <li>• Teenage Ministry</li> </ul>
<b>Youth</b>	2. Youth Equipped With Leadership Knowledge And Skills, In 112 Parishes For Future Leadership By 2030.	<ul style="list-style-type: none"> <li>• Youth Ministry</li> <li>• Youth Leadership</li> <li>• Youth with A Mission</li> </ul>
<b>Women</b>	3. Women Are Empowered For Peace In 112 Parishes By 2030 Promoting Justice &	<ul style="list-style-type: none"> <li>• Women's Ministry</li> <li>• Women Leadership</li> </ul>
<b>Elderly &amp; Disabled</b>	4. Elderly & Disabled People are Valued By Creating Access To 112 Parishes By 2030.	<ul style="list-style-type: none"> <li>• Ministry for elderly and disabled people</li> <li>• Rehabilitation At Crisis</li> </ul>
<b>Education</b>	5. Quality Education Ensured In 44 institutions To Be Self-Support By 2030.	<ul style="list-style-type: none"> <li>• Primary &amp; High School Education Ministry</li> <li>• Vocational Education</li> <li>• Multilingual Education</li> <li>• Non-formal Education</li> </ul>

**Strategic Goal and Choices:** Based on the ministries of the CoB and in line with the Vision, Mission and Values, following strategic goals and choices have chalked out, and they are as follows:

Ministry & Beyond	Strategic Goal	Strategic Choices
Health	6. Quality Health Service Ensured In Two Hospitals And 11 Clinics To Be More Self-Supported By 2030.	<ul style="list-style-type: none"> <li>• Health Ministry</li> <li>• Clinics Service</li> <li>• Diploma in Junior &amp; Senior Nursing</li> <li>• Community Outreach</li> </ul>
Social Development	7. Increase Income Of Families To Reduce The Poverty Level In 112 Parishes By 2030.	<ul style="list-style-type: none"> <li>• Social Development Ministry</li> <li>• Microcredit Facilities</li> <li>• Hostel Based School</li> <li>• Day Care</li> </ul>
Theology & liturgy	8. Transform CoB Into Missional Through Spiritual And Theological Foundation By 2030.	<ul style="list-style-type: none"> <li>• Spiritual Ministry</li> <li>• Theology Extension Education</li> <li>• Short Courses</li> </ul>
Sisterhood & Brotherhood	9. Committed Life Ensured To Christ By 2030.	<ul style="list-style-type: none"> <li>• Brotherhood Ministry</li> <li>• Sisterhood Ministry</li> </ul>
Mission and evangelism	10. Reach 30,000 Members With Good News By 2030	<ul style="list-style-type: none"> <li>• Planting new churches</li> <li>• Engaging God's people through media</li> </ul>
Walk Together With Dignity	11. Drive Towards Economic Growth Of CoB By 2030.	<ul style="list-style-type: none"> <li>• Prudent use of land</li> <li>• Proper use of present infrastructure</li> <li>• Self-supported Parish</li> </ul>

## Linking Between Ministries and Sustainable Dev. Goals

SDG Icons	Sustainable Development Goal (SDG)	Contribution towards SDGs by the CoB
 <p><b>3</b> GOOD HEALTH AND WELL-BEING</p>	<p><b>Goal 3</b> concerns “Good Health and Well-being”, it aims to achieve universal health coverage that seeks equitable access of healthcare services to all men and women.</p>	<p>CoB contributes by, addressing basic health priorities, including reproductive, maternal and child health; communicable, non-communicable and environmental diseases; and access for all effective, quality and affordable medicines.</p>
 <p><b>4</b> QUALITY EDUCATION</p>	<p><b>Goal 4</b> is about quality education and the full title is “Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”.</p>	<p>CoB contributes by, ensuring equitable quality education and promote lifelong learning opportunities for all.</p>
 <p><b>5</b> GENDER EQUALITY</p>	<p><b>Goal 5</b> concerns gender equality and the official wording is “Achieve gender equality and empower all women and girls”. Progress towards targets is measured by indicators.</p>	<p>-CoB contributes by, providing women with equal access to education, health care, decent work, and promoting economic decision-making at family level.</p>
 <p><b>6</b> CLEAN WATER AND SANITATION</p>	<p><b>Goal 6</b> is about “clean water and sanitation for all”. The official wording is: “Ensure availability and sustainable management of water and sanitation for all.”</p>	<p>CoB contributes by, providing safe water and sanitation for unlocking economic growth and productivity, and provides health education.</p>
 <p><b>13</b> CLIMATE ACTION</p>	<p><b>Goal 13</b> is about climate action and the official wording is to “Take urgent action to combat climate change and its impacts”</p>	<p>CoB contributes by, improving education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation and early warning.</p>
 <p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p><b>Goal 16</b> promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p>	<p>CoB contributes by, interfaith dialogue, study nonviolence, conflict management, conflict resolution, and ensuring peace at all levels of CoB.</p>

## Financial Stability for the CoB

Contributing Factors	Key Steps/Actions	End Result		
Form a think tank group and chalk out DIP for each contributing factors.	Fund tapping from external sources for implementing programs	Financial Stability Of The CoB		
Identify and engage donors whose strategies and funding priorities are in line with CoB's Ministries				
Form "Friends of Bangladesh" support groups in different corners of globe.				
Involve volunteer from Partners in Mission.				
Mobilize resources from local philanthropic and Christ loving individual, group and organization/institute/industry.	Fund generation through services to others		Financial Stability Of The CoB	
Produce fund raising products at local level to generate income				
Improve church based micro-financing wing to cover financial back up for CoB				
Improve educational system in all CoB schools	Income generation from CoB service providers			Financial Stability Of The CoB
Improve health system in all hospitals and clinics				
Improve service providing system in all areas of CoB				
Strengthening digital/technical management system in all sectors of CoB	Management capacity building.	Financial Stability Of The CoB		
Identify right persons for the institutions and engage them for long term				
Cost minimization in administration and efficient in planning the programs of CoB				

## Conclusion

This comprehensive "**Strategic Paper of the CoB 2021-2030**" reflects the opinions and suggestions of all level Church members - Lay leader, Catechist and Clergy. The approved Strategic Plan has been introduced in July 2021 for the next decade (2021 – 2030). During the implementation period of the Strategic Plan, CoB must aim for quality monitoring to analyze the achievements and effectiveness at the end of 2025, based on overall Vision, Mission, Goals, and Strategic Objectives and Interventions planned in this document.

It will be required to define, fix targets and indicators based on the set Goals and Strategic Objectives by the owner (Conveners, Deans and Bishops) of the respective Ministries. In this regard, a strategic M&E system recommends appropriate measures to be taken to achieve goals, strategic objectives and interventions. As the Strategic Plan 2021-2030 is a living document, it might be required to bring amendments in relevant sections by assessing the strategies and effectiveness of the strategic directions as needed for the CoB based and based on the changing situation.

At the halfway of the 10th year, a similar process must be practiced for developing a new way forward for the Church of Bangladesh.

We seek active participation from all corners of the CoB to achieve the set goals of the Ministries. We pray to our Almighty God for His blessings and guidance for implementing the new Vision, Mission and Goals of the Church of Bangladesh.

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