

CHRISTIAN SERVICE UNIVERSITY COLLEGE

FACULTY OF HUMANITIES

**THE ROLE OF PASTORAL MINISTRY IN CHURCH GROWTH IN REVIVAL
LIFE OUTREACH CHURCH (VICTORY HOUSE), GYENYASE**

PROJECT WORK

(LONG ESSAY)

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DEPARTMENT OF THEOLOGY

JUNE, 2019

**THE ROLE OF PASTORAL MINISTRY IN CHURCH GROWTH IN
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BY

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**A LONG ESSAY SUBMITTED TO CHRISTIAN SERVICE UNIVERSITY
COLLEGE, IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR
THE AWARD OF DEGREE IN BACHELOR OF ARTS IN THEOLOGY
WITH ADMINISTRATION.**

DEPARTMENT OF THEOLOGY

JUNE, 2019

DECLARATION

I hereby declare that this thesis is the result of my own original research, except for sections for which references have been duly made, and to the best of my knowledge, no part of it has been presented to this University College or any other institution for the award of a degree.

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DEDICATION

In the first place I dedicate this work to the Almighty God who gave me wisdom to come out with this work. Also, I dedicate it to my wonderful family, Mrs. Florence Asare Baffour, my wife and children, Joseph, Victoria and Seth, and all the ministers of the Gospel at Revival Life Outreach Church (Victory House), Gyenyase.

ACKNOWLEDGEMENTS

I owe a great gratitude to Almighty God for His divine directions, protection, guidance and inspiration throughout my studies at Christian Service University College. I wish to extend my profound gratitude to my supervisor, Rev. Paul Kang-Ewala Diboro for his directions, support, supervision and patience which enabled me to successfully come out with this research.

My special appreciation goes to all the lecturers at the Theology Department and other Departments for imparting me positively. In fact without them, my goal achievement would not have been possible. They have contributed immensely to my studies at Christian Service University College. I also wish to record my indebtedness to the following people for their support and encouragement and inspiration: Rev. Dr Peter White the Vice President of Christian Service University College, Rev and Rev. Mrs. Isaac Nsiah-Afriyie, Senior Minister of Revival Life Outreach Church (Victory House), Gyenyase, Pastor Emmanuel Kweku Andrews, Pastor Listowell Antwi Boateng, Pastor Henry Kofi Lumor, Pastor and Mrs. Nicholas Okai and Pastor and Rev Mrs. Quainoo.

Finally, my sincere gratitude goes to my dear wife Mrs. Florence Asare Baffour and my children, Joe Vic and Seth, and all those who for their support has brought me this far.

God richly bless you all

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CHAPTER ONE

GENERAL INTRODUCTION

1.1 Background to the Study

The Pastor as the leader of the church drives the vision and mission of God in winning souls from the kingdom of darkness to light. A leader shapes the attitudes and activities of others towards achievement or attainment of organizational objectives. The Pastoral ministry is a very important ministry in the work of God, because the flock of God must be led and fed to stay upright before Him. Apostle Paul in stating the qualifications for church leaders advised leaders to ensure sustainable growth and survival which has remained a model for ages.

The church therefore needs a good leader in the form of a Pastor to achieve the God stated purpose. The concept of the pastor as related to the Bible is found in the words ‘*shepherd*’ and ‘*shepherding*’. The word ‘*Pastor*’ comes from a Greek word which means ‘feeding and protecting the sheep flock.’¹ The Pastor has the responsibility to guide and serve his followers, as children of our Lord, to heaven through the church established by Jesus Christ.

Church growth is a new way to describe evangelism and mission. It is a leadership movement credited to Donald McGavran who coined and explained it as ‘all that is involved in bringing men and women who do not have personal relationship with Jesus Christ into fellowship with Him and into responsible church membership.’²

Peter Wagner defines church growth as ‘the science which investigates the nature, function and health of the Christian church as it relates specifically to the effective

¹Albert Barnes, *Barnes notes on the New Testament* (Michigan: Word Search Corp., 2004), 32.

²Donald McGavran, *Understanding Church Growth* (Grand Rapids: Eerdmans, 1980), 26.

implementation of God's commission to 'make disciples of all nations'³ (Matthew 28:19). Church Growth has been part of God's divine plan ever since Jesus began his earthly ministry till today. His desire is that every church, regardless of its size will grow numerically and spiritually. Church growth is broader than evangelism. It covers areas such as worship, church planting, spiritual gifts, welfare and everything that makes churches grow.⁴ Church growth is a movement driven by church leaders which deals with numeric growth, church planting and spiritual maturity.

According to Tonya Banks, 'through Biblical imagery or metaphor, the church is described as a social institution, and like all other organisations, has a purpose in achieving its vision, mission, values, goals and beliefs. The church in its basic terms is just like any other organisation or institution in that a group of people gather together having things in common to meet some specific purpose.'⁵

Bantz states that 'an institution is any gathering of persons who accepted a common purpose, a common discipline to guide the pursuit of that purpose to the end that each involved person reaches higher fulfillment of that purpose through serving and being served by the common venture, than would be achieved alone or in a less committed relationship'. With this definition, the church can simply be considered as an institution, and for an institution to achieve its purpose, there is the need for good leaders and right systems. Institutions are important in impacting the lives of individuals through the leadership of their leaders.⁶

³Peter Wagner, *Your Church Can Grow: Seven Vital Signs of a Healthy Church* (Glendale, CA: Regal Books, 1976), 12.

⁴Eric K. Adjei, *Effective Principles for Healthy Church Growth in the 21st Century: A Descriptive Measure of Lighthouse Chapel International Ghana* (Unpublished Thesis) (Kumasi: Christian Service University College, 2015), 2.

⁵Banks Tonga, "The Role of the Ecclesial Leaders in Shaping the Future Church" *Journal of Biblical Perspectives in Leadership* 5, Regent University, (2013): 1.

⁶Bantz Floyd, "Old Roles, But New Routines: A Biblical Theological Rationale for Executive Leadership," *Brethren Life and Thought* *Journal of Biblical Perspectives in Leadership*, Regent University, no. 27, (2013): 83.

Revival Life Outreach Church, Victory House was chosen as the model for the research because of its fast-growing nature. In the wake of several prophetic ministries coupled with the increase in the quest of people to hear prophecies, the special growth initiative of this church has become the talk of town. The introduction of ‘special food services’, a well-structured caring system as well as other unique services such as Ghana’s Day service has brought about a drastic increase in membership from about 250 to 400 in just three months. Revival Life Outreach Church is a word based teaching charismatic church that believes in maturing members to lead victorious lives, hence training a lot of young people into leadership positions.

1.2 Statement of Problem

Rick Warren in his book, *The Purpose Driven Church*, asserts the need for church to be healthy which would in-turn help them to grow the way God intends to. Recent studies have shown that there has been an increase in the percentage of church growth from 69% to 71.2% in the last decade.⁷ As stated by Rick Warren as what makes a church healthy, it might be incorrect to equate the growth to increased membership alone, but members’ spiritual growth and faithfulness to God must be considered as well.⁸

Based on Rick Warren’s assertion on what constitutes church growth amidst current challenges facing the church (false teaching, preconceived ideas, wealth amassing agenda of men of God, human-formed regulations that undermine the specification of the Holy Spirit and affect the survival and growth of the church), can the healthy growth of the church be only associated to the actions or inactions of its leader (Pastoral ministry)?

The researcher therefore finds it expedient to examine the role of pastors in the healthy growth of Revival Life Outreach Church, Gyinyase.

⁷ Ghana Statistical Service, *Ghana - Population and Housing Census 2010*.

⁸ Rick Warren, *The Purpose Driven Church* (Grand Rapids: Zondervan, 1995), 102.

1.3 Research Questions

The main research question that drives this study is: What is the role of pastoral ministry in church growth in Revival Life Outreach Church, (Victory House)? Other sub-questions that developed as the research proceeds are:

- i. What factors contribute to the healthy growth of Revival Life Outreach Church?
- ii. What are the challenges facing the pastoral ministry in Revival Life Outreach Church?

1.4 Objectives of the Study

The main objective of the study is to examine the role of pastoral ministry in Revival Life Outreach Church, Victory House. Other objectives of the study are:

- i. To identify factors that contribute to church growth.
- ii. To examine the challenges facing the pastoral ministry in Revival Life Outreach Church.

1.5 Scope and Focus of the Study

The study would concentrate on the roles of pastors in the growth of churches with a limited reference to Revival Life Outreach Church, Victory House located at Gyinyase.

1.6 Research Methodology

This research employed qualitative approach, because the researcher was highly optimistic that this would give him a credible source of information. However, the researcher used phenomenological approach because of the researcher personal knowledge, through his twenty years association with the Church.

1.6.1 Method of Data Collection

Primary data have been obtained from interviews to access information on church growth and the roles of pastors. Secondary data have also been gathered from published and unpublished books, internet, magazines and other gospel journals for the study.

1.6.2 Sampling Technique

The researcher sampled a portion of the total population using purposive sampling tools, ten out of the fourteen pastors were chosen for the study. The Senior Pastor, Associate Pastors as well as Pastoral Assistants were grouped through purposive sampling that is they were selected for their leadership role and influence on the above stated subject.

1.7 Literature Review

The Bible in Ephesians 4:12-16 clearly describes the Christians as members of the living body of Jesus Christ not an inanimate institution. The church as a living organism must be constantly growing, changing and adapting to changing realities around it. God's purpose and mission in Christ is to reconcile all things to Himself (2nd Corinthians 5:18). To fulfill this mission, God sent the church to world to spread the gospel, to evangelise, to proclaim the good news of the kingdom of God, and to embody in its corporate life the message of reconciliation. This is the mission and the vision of every church and God chooses people into the pastoral ministry to drive this mission and vision.

According Donald McGavran, the founding father of the church growth movement, church growth 'is an enterprise devoted to proclaiming the Good News of Jesus Christ and to persuading men to become His disciples and dependable members of His church.'⁹

Peter Wagner, a student of McGavran, defines church growth as 'all that is involved in

⁹McGavran, *Understanding Church Growth*, 26.

bringing men and women who do not have a personal relationship to Jesus Christ into fellowship with him and into responsible church membership.’¹⁰

Rick Warren in his book, *The Purpose Driven Church*, believes growth of the church must be both quality and quantity, and that growth is more than increased church membership. He suggested five purposes that the church must identify and pursue to fulfill the God’s purpose and mission. These are worship, fellowship, discipleship, ministry and missions.¹¹

In his book, *Natural Church Development*, German church growth scholar, Christian A. Schwarz posits that growth occurs naturally if the right principles are adopted. He asserts that natural church growth refers to learning from the principles of God’s word, and therefore growth must be based on the word of God.¹² Gene Getz, a senior pastor and professor agrees with this assertion that growth should be assessed based on the word of God.¹³

Three Greek words have been used to describe the pastoral ministry in the New Testament of the Bible. These are *presbyteros*, *episkopos* and *poimane*. The word *presbyteros* is translated *elder* which means ‘an old person’, usually used in the New Testament as officers of the church. The next word is *episkopos* which is translated *bishop* or *overseer*. This word gives ‘a sense of overseeing; taking oversight of; looking after, as of a flock. The final word *poimane* translated *shepherd* or *pastor* means ‘to take oversight of the church as a shepherd is ascribed to take his flock.’¹⁴ It is the responsibility of the pastor to oversee the church, hence assuming the role of a leader of the church.

¹⁰Wagner, *Your Church Can Grow: Seven Vital Signs of a Healthy Church*, 12.

¹¹ Warren, *The Purpose Driven Church*, 34.

¹² Christian Schwarz, *Natural Church Development* (St. Charles, IL: Church Smart Resources, 2000), 12.

¹³ Gene Getz, *The Measure of a Healthy Church: How God Defines Greatness in a Church* (Glendale, CA: Regal Books, 2002), 87.

¹⁴Barnes, *Barnes Notes on the New Testament*, 34.

The church like any other organisation needs effective leadership to grow by providing strategy, vision, and guidance on the day-to-day operation of the ministries. Maxwell says that healthy leaders lead healthy people, and when the leader is those who follow are also unhealthy; good leaders lead better organizations. He argues that leadership in organizations does have an impact and influence on the organization's performance. Maxwell states, "Everything rises and falls on leadership."¹⁵ Bennis adds that leaders do have an impact on people and organizations.¹⁶ Rainer, Schwarz, and Hybels all agree that leadership in the church is the main catalyst to church growth.¹⁷

1.8 Significance of the Study

The significance of the research is to educate pastors on especially what they need to incorporate to ensure growth, why they have to perform their roles effectively and other factors that affect the growth of the church positively or negatively. This research also adds to knowledge, it can be used for referencing purposes and a step in further research.

1.9 Organisation of Chapters

The work is made up of five chapters. Chapter one is the general introduction to the work. Chapter two reviews the historical background of Revival Life Outreach Church, Victory House, its vision and mission as well as its growth strategies. Chapter three looks at the role of pastoral ministry in Revival Life Outreach Church and its contribution to the growth of the church. Chapter four presents the findings of the research by helping the researcher to interpret and analyse collected data. The study is concluded in chapter five where summary of findings, conclusion and recommendation are presented.

¹⁵John C. Maxwell, *Leadership Gold: Lessons I've Learned from a Lifetime of Leading* (Nashville, TN: Thomas Nelson, 2008), 34.

¹⁶Warren Bennis, *Leadership Competencies, Leadership Excellence*, 27(2), 20. Retrieved from Business Source Premier database, 2010.

¹⁷Henry H. Luckel, *Pastoral Leadership Styles: Their Effect on the Growth of Southern Baptist Churches in the Western United States* (Unpublished, Colorado State University, 2013), 21.

CHAPTER TWO

HISTORICAL BACKGROUND OF REVIVAL LIFE OUTREACH CHURCH

(VICTORY HOUSE)

2.1 Introduction

This chapter of the work delves into the history, leadership structure, roles of the pastors and the church growth strategies of Revival Life Outreach Church (Victory House) located in Gyinyase. The vision and the mission of the church were as well focused on.

2.2 History of Revival Life Outreach Church

Revival Life Outreach Church as it is known now has a rather chequered but interesting history dating back to 16th December, 1994 and having its roots in I.C.G.C, Kumasi. I.C.G.C, Kumasi was pioneered by two (2) bible school colleagues namely Rev. Frank Opoku Amoako and Rev. Ekow Eshun in 1991 who became Senior Pastor and Assistant Pastor respectively.¹⁸

In 1992, whilst Rev. Opoku Amoako was leaving Kumasi to go and take oversight of I.C.G.C Cape Coast, Rev. Eben K. Dadson (fresh from bible school) was also sent to I.C.G.C, Kumasi to assist Rev. Ekow Eshun. In 1993, Rev. Robert Ankai-Taylor of blessed memory was also released from his role as assistant pastor at I.C.G.C Obuasi and sent to I.C.G.C Kumasi as a second associate of Rev. Ekow Eshun.¹⁹ In May 1994, in line with a major pastoral transfer initiative by Pastor Mensa Otabil, Rev. Obeng Darko, a very experienced and gifted minister, peer and colleague of Pastor Otabil and Senior Associate at I.C.G.C, Accra was appointed to move to Kumasi to assume the leadership of I.C.G.C, Kumasi whilst Rev. Ekow Eshun also was appointed to assume the leadership of I.C.G.C, Takoradi. The then Senior Pastor of I.C.G.C, Takoradi, Rev. Edwin Donkor,

¹⁸Eshun Ekow, et al., *RLOC History, Vision, Leadership Style and Structure*, 1.

¹⁹ Ekow et al., *RLOC History, Vision, Leadership Style and Structure*, 1.

had also been tasked to go to I.C.G.C, Accra and serve as Assistant Pastor to Pastor Otabil. It was later agreed however that Rev. Ekow Eshun should stay at Kumasi and assist Rev. Obeng Darko after he himself had put in a request to do so rather than go to I.C.G.C, Takoradi.²⁰

Consequently, by June of 1994, I.C.G.C, Kumasi was led by Rev. Obeng Darko, Rev. Ekow Eshun, Rev. Eben K. Dadson and Rev. Ankai-Taylor of blessed memory. Events surrounding the transfers of pastors had left some tension between Rev. Obeng Darko and Pastor Otabil. The transition had not been managed well and other previous hurts and pains in their personal and working relationship at I.C.G.C, Accra had made it worse amidst accusations and counter accusations. This undoubtedly began to affect the Kumasi church especially because news of this had begun to trickle in as pastors and members of branches were talking about the issue.²¹ The months between August and November, 1994 were quite turbulent for I.C.G.C, Kumasi at the time because the effect of the deteriorating relationship between Pastors Otabil and Obeng Darko was now being felt in various ways. Communication had broken down, suspicion of each other had grown and peace could not be brokered between them. It is noteworthy however that at this time, a statement of autonomy for the Kumasi branch was operating. This had been secured and signed by Pastor Otabil at the time of Pastor Obeng Darko's coming to Kumasi in May, 1994. A section of the membership of I.C.G.C, Kumasi comprising largely of cell leaders had been brainwashed, misinformed and stirred up to rise against the leadership of Pastor Obeng Darko at Kumasi.²²

After a series of private meetings with some of these cell leaders with the intention of educating them about the real facts regarding the autonomy of the branch, and also to

²⁰ Ekow et al., *RLOC History, Vision, Leadership Style and Structure*, 1.

²¹ Ekow et al., *RLOC History, Vision, Leadership Style and Structure*, 1.

²² Ekow et al., *RLOC History, Vision, Leadership Style and Structure*, 1.

broker peace at the local level, they disagreed many time. Things came to the fore consequently on Friday 16th December 1994, after an open by these aforementioned cell leaders and a few others in a church meeting. The then team of pastors led by Pastor Obeng Darko unanimously opted to leave I.C.G.C basically because of mistrust in the leadership of I.C.G.C and breach of trust in the autonomy statement. A good number of leaders stuck with the pastors resulting in the birth of TABERNACLE OF WITNESS CHURCH INTERNATIONAL (TWCI) on 16th December, 1994 with Pastor Obeng Darko as leader and Pastors Ekow Eshun, Eben K. Dadson and Ankai-Taylor as associates respectively. The name of church was later changed to Revival Life Outreach Church with branches spreading all over the cities and suburbs in Ghana. The church currently has about fifteen (15) branches and other affiliates in the country and abroad.²³

2.2.1 Leadership Structure of Revival Life Outreach Church²⁴

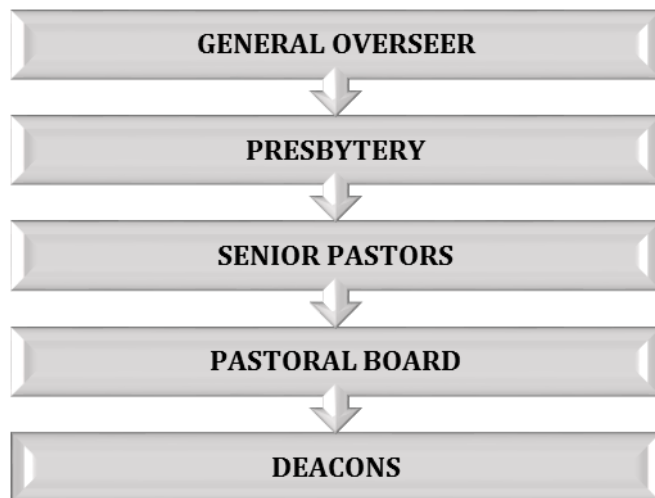


Figure I: Organogram of Revival Life Outreach Church.

2.3 Revival Life Outreach Church (Victory House)

Victory House was one of the first to-be formed branches of the church which begun in 2002. It was formed by Rev. Isaac Nsiah-Afriyie and some cell group of members,

²³ Ekow et al., *RLOC History, Vision, Leadership Style and Structure*, 1.

²⁴ Ekow et al., *RLOC History, Vision, Leadership Style and Structure*, 1.

numbering around eight (8) staying around Gyinyase. It is located at Gyinyase opposite Kumasi High School and adjacent Arkomenz Hotel on the Atonsu-to-Gyinyase stretch. The growth of the church was marred and hindered by long period land litigation on its current location, fluctuating its membership between 100 and 250 for about ten years. The church has experienced significant growth of about 150 in a year with its current membership hovering around 400. RLOC (Victory House) runs three services concurrently, namely; English service with an average attendance of 200 persons, Twi service with an average attendance of 100 persons and the Youth service with an average attendance of 100 persons.²⁵

Revival Life Outreach Church (Victory House) is a household name in its locality due to the various initiatives executed by the church. The church special services such as monthly food services, Ghana's Day service mostly organized on the Sunday after Independence day (6th March) and Chocolate Service to commemorate the Valentine's day, just to mention a few.

2.4 Vision of Revival Life Outreach Church (Victory House)

The vision of Revival Life Outreach Church is to build a model caring church of spirit-filled believers equipped for diverse specialized ministries and outreach. It has evolved around reaching people with the word and spirit. (Isaiah 59:21).²⁶ The ten year strategic goal of the church is to attain a 10,000 membership, build a 5000 seater auditorium as well as plant 10 satellite churches by the year 2028.

²⁵Isaac Nsiah-Afriyie, et al, *Ten Year Strategic Plan for Victory House*, 3.

²⁶Isaac, Nsiah-Afriyie, *Life Development School: Membership Manual*, 5.

2.5 Mission of Revival Life Outreach Church (Victory House)

The mission of the church is to lead people into triumphant victories in life by bringing them to Jesus Christ and through the agents of God's Word and His Spirit establish them into God's family for care, developing them into Christ-like maturity and equipping them for God's work so that they can fulfill their life mission and bring Glory to God.

2.6 Church Growth Strategies of Revival Life Outreach Church (Victory House)

To achieve the above stated vision and mission, the church operates on four pillars which are Pastoral ministry, Fellowship, Discipleship and Evangelism. Out of these four pillars came our five purposes which is; Worship, Care (Brotherly Love), Discipleship or Training, Ministries and Outreach.²⁷ The growth of the church, both numerical and spiritual is based on these five purposes.

In the area of worship, the church believes in worshipping God in spirit and in truth as an expression of their love to God through praise, thanksgiving and sacrifices with their hearts, their souls and bodies accompanied with music, instruments, celebration, dance and joy. Only New Testament Spirit-filled songs are used for the magnification of the Lord. The church organizes on yearly basis two major magnification programmes, where people are invited to join the church worship the Almighty God. They are "Night in His Presence" which is organized in the middle of the year and "Victory Praise" which is also organized on the 31st December night.

The pillar of care is an expression of love which is institutionalized through small and large group fellowships. The church uses two main small groups system to care of its members, namely; area cell groups and a church based care system. The commitment to

²⁷Nsiah-Afriyie, *Life Development School: Membership Manual*, 10.

people with care and the development of godly relationships in love is emphasized by the church.

The training of the believers through teaching and practice is also at the heart of the church. The pillar of training is the expression of preparing the saints which fulfills the New Testament requirement of maturing the saints for ministry. The church has in place a training programme known as “Life Development School” (LDS) which helps in equipping members into spiritual maturity.

Victory House is also committed to the raising of diverse ministries. Therefore the pillar of ministries which is the expression of our spiritual gifts and endowments which fulfills the New Testament requirement of service to another with their gifts according to the given everyone by God.

The last pillar of the church’s growth strategy is outreach which happens to be part of its name. Outreach simply is soul-winning through evangelism; it is the expression of love to the world to fulfill the commitment of the church to the great commission. The church adopts and believes in all forms of evangelism in line with the New Testament, but mostly uses personal invitation to friends, family and colleagues. For this reason, special services are organized to invite the caliber of people stated above.

2.7 Conclusion

In summary, Revival Life Outreach Church, Victory House has been in existence for quite a long time but its growth was marred by some challenges. With the absence of these challenges and the coming in of right strategies adopted by leadership of the church, there has been a tremendous growth in only a year. The next section explores the role of pastoral ministry in Revival Life Outreach Church, Victory House.

CHAPTER THREE

THE ROLE OF PASTORAL MINISTRY IN REVIVAL LIFE OUTREACH

(VICTORY HOUSE)

3.1 Introduction

This chapter throws more light on the basis of the topic; the role of pastoral ministry in the growth of Revival Life Outreach Church (Victory House). Considered under this section also include; the biblical understanding of a pastor and church growth; understanding pastoral leadership; models of pastoral ministry in Revival Life Outreach Church (Victory House) and ministerial qualities.

3.2 The Biblical Understanding of a Pastor

Pastor for the sake of this work is a designated one chosen to lead a local congregation that is the spiritual leader of the church. The word ‘Pastor’ which is synonymous to only Christianity has been defined by Thomas C. Oden as a person who has received a calling by our Lord and the church and after been confirmed, he is to spread the Holy Word, and carry out Christian ceremonies.²⁸ The Pastor is a member of the body of Christ with the ability to guide and serve as a representative of body of Christians.

The word pastor comes from the Greek word (ποιμήν) meaning “Feeding and protecting the sheep flock”. In the Bible, the word ‘Pastor’ is related to “shepherd” and “shepherding”. In 1 Peter 5:1-4, the Bible admonishes elder to feed, have oversight and be examples unto God’s flock (the church) and as well describes Jesus Christ as the ‘Chief Shepherd’²⁹ The word ‘Shepherd’ as used in the Bible was a special expression with Our Lord and the people of Israel. He is the Shepherd of Israel.

²⁸Oden, Thomas C. *Pastoral Theology: Essentials of Ministry*. (Harper Collins, New York, 1983), 89.

²⁹Luckel, Henry H. *Pastoral Leadership Styles: Their Effect on the Growth of Southern Baptist Churches in the Western United States*; Colorado State University, 2013, 18.

In John 10:1-11 also, Jesus Christ in a parable described himself as the ‘good shepherd’ and ‘the door of the sheep’ who gives his life as the sheep. And so it can be said that ‘A Pastor is a person or position created by Jesus Christ Himself to lead and guide the church to the life in Him (Christ).

Therefore, the Pastor should be seen as a chosen or ordained representative of God, who acts as the man of God by not making decision based on his own strength and understanding. He must be a moral example to the church. He must also be a very good team builder, encourage its growth and survival.

3.3 Pastoral Leadership

Pastoral leadership is clearly different from the secular one, with the main motive of feeding protecting, nurturing, and serving the sheep given to you by Christ.³⁰ Pastoral leadership is about developing fruitful and lifelong relationships among the people it seeks to serve. People generally expect from the pastor a biblical-centred leadership while the pastor expect from the people unwavering support and loyalty.

In “Ministry and Theology”, Pastor Sang Bok Kim defined leadership as “An internal quality where you can exhibit positive influence consistently”. He further argued that leadership is not a “Place”, or a “Role”, but should be something styled after the Bible and the best form of leadership.³¹

According to John Maxwell, leadership is a simple word which means “Influence”. He opines that a leader without a follower is only taking a walk and nothing else.³² In the nutshell, leadership should have some kind of influence on people or others who decide to follow the leadership.

³⁰Jin Soo Shin, *Thesis; A Study of Pastoral Leadership that has had great influence on Korean Church Growth* (Unpublished, Lynchburg Virginia, 2004), 22.

³¹ Shin, *Thesis; A Study of Pastoral Leadership that has had great influence on Korean Church*, 22.

³²John C. Maxwell, *Developing the Leader within You* (Nashville, TN: Thomas Nelson, 1993), 16.

Richards asserts that the term leadership is a relationship and not a position which does not entail the right or authority of control or obedience. He suggests that it is not the goal of a Christian leader to force someone to follow and obey him through authority but to enable communication with Jesus Christ. The Christian leader should not pursue power or position through authority but rather to denounce it, and that his authority is based in supernatural elements.³³

Pastoral leadership is a servant leadership relationship which has its roots in Our Lord's sovereignty and the Holy Spirit's leadership. Christian leaders must be followers of Jesus as stated in Matthew 23:8-10 with the sole motive of serving others. With abounding love towards, leaders who serve the people, are the most effective Christian leaders.

3.4 Models of Pastoral Ministry in Revival Life Outreach Church (Victory House)

The pastor as part of his ministry lives as an example to his congregation. He or she uses his or her position to influence the life and ministry of the congregation. Therefore certain virtues such as servanthood, stewardship, shepherding must be instilled in the pastor as an example.

3.4.1 Servants

A servant is a person who wants to serve others. The servant is always concerned about the work of the master, and always seeks to improve the master's situation. The servant is ever ready to satisfy the happiness of his master and not his own, so to be a worthy pastor, you first have to think of serving others and not rather being served.³⁴ Jesus Christ, the master and head of the church came to this world as a servant (Mark 10:43-45; Matthew 23:11). His mission on earth was to come and serve as well as bring redemption to mankind. This model of leadership depicted by Jesus Christ is the proto-type that

³³Lawrence O. Richard, *Church Leader's Theology* (Seoul: Jung Kyung Sa, 1983), 159-160.

³⁴Andrew Murray, *Like Christ* (Old Tappan: Revell, 1902), 27.

should be followed by all Christian leaders. For this reason, the Bible often uses “God’s Servant” instead of “leader” or “instructor”. The idea of the servant position is therefore one of the most important model in Christian leadership. This model of leadership was explained by Jesus Christ to his disciples in John 13:1-17 when as leader, he decided to wash the feet of them.

Revival Life Outreach Church (Victory House) has a leadership style of simplicity and humility. The church does not believe in huge and empty titles but rather in people’s work and fruit. The pastors of Victory House are trained to be affable, simply and relate nicely to their colleagues and the congregation. In simple terms they train pastors to serve superiors and congregation by according them respect and decorum. In this way, their modesty and simplicity attracts and builds the confidants of new converts to remain in the church.

3.4.2 Stewards

The phrase usually used to describe a steward is “a person managing the affairs of the house”. In both testaments of the Bible, the model of stewardship appears as related to Moses and Eliezer in Numbers 12:7 and Genesis 24:2-6 respectively. In Numbers 12:7 of the Old Testament, Moses was described as “a faithful servant in all mine house” by the Lord, this means that Moses was the steward of the Lord. In the New Testament, the model of stewardship is elaborated in Luke 12:42-49 and other portions of scripture. The steward is entrusted with the secrets of Our Lord and serves to guard and protect the owner’s belongings and must abide by the evangelical truth and believe in the faith of the apostles.³⁵ Apart from this function, the steward is also responsible for spreading the teaching of the apostles as well as to manage the household affairs by planning and

³⁵Shin, *Thesis; A Study of Pastoral Leadership that has had Great Influence on Korean Church*, 34.

organizing with wisdom when needed. (2 Timothy 1:14; 2:2). The steward is responsible in the management of passing out the food (Luke 12:42-43; Titus 1:7; 1 Peter 4:10).

Accountable liberty is another leadership style adopted by Revival Life Outreach Church (Victory House). Pastors of the church are trained with the mindset of having liberty to follow the leading of the Spirit in governing the local church yet they are accountable to the Scriptural Principles of Christian Living and submit to Revival Life Outreach Church's laid down leadership structure. Therefore the pastors are trained with the steward's mindset that they are only caretakers of the congregation and they will account in due time.

3.4.3 *Shepherds*

A shepherd is simply a keeper of the flock. The model of shepherding is found throughout both the Old and New Testaments. God protects his flock both by direct intervention and by delegation to under shepherds. This model of pastoral leadership is an exemplary description of God Himself as summarized by David in Psalm 23. In Psalm 23, the psalmist David clearly shows firsthand that God is a good shepherd who cares and provides for His sheep's wellbeing. As the Bible admonishes the children of God to be followers of Our Lord (I Corinthians 11:1; Philippians 3:17), the pastor acts as under-shepherd who shows forth the attributes the God exemplifies as over-shepherd.³⁶

A further account is given of Jesus Christ as Shepherd by Apostle John in John 10. In verse 27 of this chapter, it is stated that Christ's sheep know His voice and He knows them. Likewise the pastor is no stranger to the people of his congregation; they must feel close to him and feel free to interact with him. God sees the position of shepherd as a relationship rather than merely a duty.

³⁶Micah Felber, *The Pastor's Role in the Local Church* (2015), Paper 4.

A shepherd is a protector of the sheep as God is described as a deliverer and seeker of His flock in Ezekiel 34. In this passage God is clear that the pastor as shepherd places the needs of his sheep above his own needs. He as well gathers them into his folds and makes them increase (Jeremiah 23:3) because God desires that his sheep are unified and that they prosper. The pastor unifies his congregation in the Lord and helps them grow.

Revival Life Outreach Church (Victory House) believe that the highest pursuit of one another should be love because love is the most excellent way. The pastors of Revival Life Outreach Church (Victory House) are trained to love and care for the congregation by ministering to their spiritual, financial, material, emotional needs among others.

In conclusion, the pastors of Revival Life Outreach Church (Victory House) act as servants, stewards and shepherd for the church of God.

3.5 Ministerial Qualities of Pastors in Revival Life Outreach Church (Victory House)

Some biblical character qualifications are stated in 1 Timothy 3 and Titus 1 to give a basic character expectation of followers from leaders of the church. The Pastors of Revival Life Outreach Church (Victory House) are expected to operate under the following ministerial qualities as discussed below.

3.5.1 A Pastor must be above Reproach

The Pastor must be ethically transparent, one who has no hidden agenda, no skeletons in his closet that will eventually come out and haunt him. A pastor must live a blameless life and be known by everybody to be a godly and prayerful man. James Stalker in his appraisal of who qualifies to be a good minister postulates that ‘the prime qualification for the ministry is goodness.’ He asserts that “the great purpose for which a minister is settled in a parish is not to cultivate scholarship, or to visit the people during the week, or

even to preach to them on Sunday, but it is to live among them as a good man.”³⁷ The Bible in 1 Peter 5:2-3 admonishes pastors or leaders to be examples with readiness of mind and not by constraint.

Revival Life Outreach Church (Victory House) have a pastoral disciplinary committee that deals with pastors’ misconduct. Therefore the pastors of the church are entreated to lead exemplary lifestyles, and are sometimes dismissed or forced to resign in cases of misconduct.

3.5.2 A Pastor must be Temperate, Prudent and Humble

The Pastor must be strong in a thing and self-controlled, especially in the area of appetites where his fleshy desires come to play as stated in Titus 1:8. The Pastor must not be greedy, but must establish a moderate life-style for himself and his family, and not a pretentious one. The word *prudent* carries with it the connotation of sensibility. A prudent man is one who does not engage in behavior he knows will be offensive to others. The Pastor must not be rude or boisterous in places and situations where such behavior is not considered acceptable. The Pastor must as well be humble, showing respect to all men. “...be clothed with humility: for God resist the proud, and give grace to the humble” 1 Peter 5:5.

Victory House Pastors are trained not to live extravagant and flamboyant lifestyles but, there live moderately and are easy going. They are not paid outrageous salaries but allowances to support their families and pay bills. Pastoral assistants are not paid at all because the period is seen as a training period to learn the rudiment of the pastoral ministry than an avenue to amass wealth.

³⁷James Stalker, *The Preacher and His Models, Yale Lectures on Preaching-1981* (particularbaptist.com 2015, Retrieved on 22nd January, 2019), 40.

3.5.3 A Pastor must be Just, Devout and Sincere

A Pastor is to be just in the sense that he is to be innocent, holy and righteous in his character and actions. The pastoral servant of God is to be a pious man and one whose piety stretches to more than outward symbols. His devotion should spring from intense love for God and be contagious among his people. The Pastor's words must be sincere and responsible because true respect for a leader comes through his sincerity. A pastor must be honest and straightforward in his business dealings with the church and the community.

Background of people chosen as pastors of Revival Life Outreach Church (Victory House) is double-checked in order not to choose dishonest and irresponsible people. Specific works are entrusted to the care of pastors to ascertain their trustworthiness and commitment to the work they do.

3.5.4 A Pastor must be a Worker who serves and Good Manager

In Mark 10:45, the Bible makes it clear that Jesus' mission was to serve, so therefore a representative of Jesus must be ready to serve. The pastor must be willing to go down to do some tedious or simple duties for his members in order to help their growth in the Lord. He must as well be someone who is ready to keep his family under control with all dignity. He must manage the discipline of family very well by being consistent and true to his word on issues concerning his family. He must be a model of loving discipline to both his family and the church.

In Victory House, Pastors are usually made leaders of committees, departments and ministries in the church to serve and show their capabilities as good managers. They are made to handle issues in the group as well as make decisions to grow the group both numerically and spiritually.

3.6 Roles of the Pastors of Revival Life Outreach Church (Victory House)

There are many roles played by Pastors in general. However, in Victory House, the Pastors are given specific roles, these include: the visionary role of a pastor, the teaching role of a pastor and the administrative role of a pastor.

3.6.1 *The Visionary Role of a Pastor*

There is a systematic relationship between effective leadership and vision. A vision is a statement of faith. The pastor has the duty of defining the vision of the church to members, to find people agreeing to those visions and to make them work by training them.³⁸ Like any organization, the church has a vision stipulated by Our Lord which directs the passion of the church. The vision of every church is to make disciples for Our Lord to populate the kingdom of God (Matthew 28:18-20). As directed by the Bible in Habakkuk 2:1, the leader is always the person who carries out the task of defining and implementing detailed directions of the organization. A Pastor who wishes his church to grow must first set a vision for the growth of the church and present it to the church members and as well concentrate on the vision.

As part of the growth strategies, pastors and leaders of Victory House produced a ten year strategic plan to serve as a working document for the church. Yearly targets are assigned to the various churches within Victory House and pastors are allowed to devise strategies to achieve the targets. For instance it is the goal of the church to grow its current average attendance from 370 to 530 by the end of the year 2019. Attendance is taken during every service by Pastors to identify absentees and to assess the performance of the various churches (Youth, Twi and English) in terms of expected attendance. Members who absent themselves from service are called and followed-up during the week to ascertain the reason for their absence and also to encourage them to

³⁸Shin, *Thesis; A Study of Pastoral Leadership that has had Great Influence on Korean Church*, 38.

attend services. By so doing, challenges of members are identified and means to support them are known.

A pastoral board meeting is organized on every Sunday after service to deal with the above stated issues.

3.6.2 The Teaching Role of a Pastor

One of Jesus Christ's last commands before ascending into heaven (Matthew 28:19) was "Go ye therefore and teach all nations." This command is for all believers but especially true for the pastor. Preaching and teaching are biblical mandates for every pastor, which stands to be the foremost responsibilities of the pastor.³⁹ God entrusts every pastor with the Gospel (1 Thessalonians 2:4) and commands him to "hold fast the faithful word" through preaching and teaching (Titus 1:9). The Pastor must carefully strive to preach only the truth and to preach in a way that promotes the Christian faith and glorifies the God of our faith. The primary purpose of biblical preaching and teaching to draw the lost to Christ as Jesus stated in Luke 24:27. "The harvest is plenteous" Christ states "but the labourers are few" (Matthew 9:37). Biblical preaching and teaching are also essential for the edification of the body of Christ (Ephesians 4:11). Truly, building up the church is a primary purpose of preaching and teaching which was given to the pastor. From 1 Corinthians 12:6-8, it is the responsibility of the Pastor to see that believers are being spiritually adjusted so that they can carry out that particular ministry for which God has gifted them.

To equip pastors with teaching skills and also to build up members, the church organizes a special school for its members called Life Development School on Wednesdays and Sundays after the main service. Teaching in the school is reserved for pastors who meet

³⁹Felber, *The Pastor's Role in the Local Church*, 4.

from time to time to sharpen their teaching skills before meeting members. Every pastor is given the opportunity to teach.

Also when new members join the church, a special class is organized for them to understand the basic doctrine of the church. The special class is handled by pastors of the various churches.

3.6.3 The Administrative Role of a Pastor

Administration according 1 Corinthians 12:28 is the special ability to steer or guide the church of God's course for Him, in other words, to organize the activities of the church towards meeting stated goals or vision. The Pastor ensures the smooth functioning of the church operations and as well lead members in intentional growth towards Christ-likeness (1 Thessalonians 5:12-13).⁴⁰ Humanly speaking, any organizational effort within the church requires an administrator or leader to plan and to see the plan through to completion. The Pastor is accountable before God for the success of the individuals in his congregation (Hebrews 13:17).

The church has an administrative committee made up of pastors and some leaders, headed by a pastor. Decisions made by the administrative are brought to the pastoral board for approval. The pastoral board meets after every service to plan and strategise for the growth of the church. It is a policy of the church that the reporting and closing times of pastors are 7am and 2pm every Sunday. It is the responsibility of pastors to ensure that services start on time and activities in the service are done in orderly manner. They are mandated to meet 'Carers' after service to take their reports and also discuss pertinent issues affecting the church. The issues are then forwarded to the pastoral board in a meeting. Issues on finances, attendance, training programmes and other growth strategies are discussed in the pastoral board meeting.

⁴⁰Felber, *The Pastor's Role in the Local Church*, 5.

3.7 Pastoral Ministry and Church Growth

Donald McGavran also stated that the pastor's leadership is vital for the growth of the church. He suggests that dynamism of a pastor's leadership is one of the major determinants of the sound growth of a church. There is a positive motivation for the growth of the church in relation to the pastor's leadership.⁴¹

The relationship that between the pastors and the congregation has been a major growth factor of the church. Members can easily see and communicate their issues with pastors for solutions therefore they always feel welcomed and a part of the family. The needs of members are seen as the priority of pastors because they are trained to serve members, hence the needs of members are mostly addressed.

Members are taught based on the word of God and are given a clearer understanding of their nature and the victories of the true Christian life presented in Christ Jesus. The pastoral ministry of the church helps bring understanding, exposure and experiences for members to see themselves as a Word and Spirit as well as New Testament people. These realities therefore encourage them to bring in more people who lack these understandings, hence the growth of the church.

3.8 Conclusion

Church growth is a multivariate issue and a product a myriad of complex interrelated factors as stated by Stoval and King, effective leadership is the fundamental determinant of church growth.⁴² Therefore the role of the leadership especially pastors cannot be over-looked; indeed it is the main catalyst to church growth.

⁴¹Donald A. McGavran & Win Arn, *Ten Steps for Church Growth* (Michigan: Baker Books, 1977), 15.

⁴²Henry H. Luckel, *Pastoral Leadership Styles: Their Effect on the Growth of Southern Baptist Churches in the Western United States* (Unpublished, Colorado State University, 2013), 18.

CHAPTER FOUR

INTERPRETATION AND ANALYSIS OF DATA: AN EVALUATION OF THE ROLE AND CHALLENGES OF PASTORS IN VICTORY HOUSE

4.1 Introduction

This chapter discusses the views of members of the Pastoral board of Revival Life Outreach Church (Victory House) on the roles of the pastoral ministry in the growth of the church. It shows the composition of the pastoral board of Victory House, the roles of the Pastors, factors that affect the growth of the church as well as challenges encountered by them.

4.2 Composition of the Pastoral Board of Victory House

Revival Life Outreach Church (Victory House) has fourteen (14) Pastors on its current Pastoral board. The Senior Pastor who is the head of the local church; three (3) Head Pastors for the three (3) services in the local church (English, Twi and Youth); two (2) Associate Pastors for the Twi and English services and eight (8) Pastoral Assistants of which four (4) support the English church, two (2) support the Youth church, one (1) supports the Twi church and one (1) heads the Children ministry.

4.3 Analysis of Data and Objectives

To answer and meet the research questions stated in chapter one of the study, eight (8) Pastors were chosen and interviewed for the purpose of the study. The Senior Pastor, two (2) Head Pastors, two (2) Associate Pastors and three (3) Pastoral Assistants were interviewed.

4.4 Discussions Responses from the Interviews

The responses of the interview are grouped and discussed thematically regarding the questions that were asked. The interpretations and discussion follows these headings: the role of Pastors in Victory House, factors that affect the growth of Victory House and challenges pastors encounter in Victory House.

4.4.1 Analysis of the Role of Pastors in Victory House

According to Rev. Isaac Nsiah-Afriyie, the Senior Pastor of Victory House, he acts as an administrative and spiritual head of the church performs numerous roles to ensure the church grows numerically and spiritually.⁴³ In the answering the above question, the Senior Pastor separated his roles into two; administrative and spiritual.

As a Spiritual head, he sets the vision and the direction that God wants Victory House to go and conforms it to the vision of the parent church, Revival Life Outreach Church. He also creates and sets the vision together with the Head Pastors of the churches under his supervision for Ministries and Departments that will help in the achievement of the vision that God has given. He further stated that he appoints pastors and leaders that will help in the work of the ministry for the various churches under him.

He organizes formal and informal training for appointed pastors and leaders in the roles and responsibilities that they have been given. He together with the Head Pastors over the churches set roles and responsibilities for the Associate Pastors, Pastoral Assistants and leaders in the churches. He creates and organizes systems and structures that will help in the smooth running and growth of the churches with the Head Pastors. He as well sets growth and performance targets for Head Pastors and the individual churches. Lastly, he provides the doctrinal and spiritual nourishment direction for the church in conformity with the doctrinal dictates of the parent church.

⁴³ Interview with Reverend Isaac Nsiah-Afriyie, Senior Pastor of Revival Life Outreach Church (Victory House), Gyinyase-Kumasi on 20th April, 2019.

As an Administrative head, he sets up the administrative structures and systems in conformity with the parent church. He together with the pastor in charge of administration, recruit and set roles for administrative support staff. He also supervises the preparation and execution of the budget for each financial year. He again supervises the running of the church office as well as formulates and executes church projects. He lastly stated that, he manages together with the pastors in charge of administration and accounts the judicious use of the church finances and that all transactions are in conformity with the country's financial management policy.

Interview with the Head Pastors of Victory House on the subject of the role of pastors in Victory House; Rev. Ivy Nsiah-Afriyie, the Head Pastor of the English Church stated that as the spiritual head of that church, she sees to the wellbeing of her members and as well see to the organization and running of all the activities in the branch.⁴⁴ According to her words, the family life of her members was her topmost priority since the peace and growth of the church starts from families. She deals with issues of relationship, pre-marital and post-marital by counseling members when the need arises.

She also performs activities such as naming ceremonies and baby dedications. She teaches at the Life Development School of the church, a spiritual developmental programme to equip and mature members and also serve as the leader of the Women's Ministry of the church.

Rev. Linda Quainoo, the Head Pastor of the Youth Church stated that she reports early to church to ensure that all things are set for the service.⁴⁵ He also ensures that all departments prepare adequately in order to have an excellent delivery during service. She

⁴⁴ Interview with Reverend Ivy Nsiah-Afriyie, Head Pastor of Revival Life Outreach Church (Victory House) English Church, Gyinyase-Kumasi on 24th April, 2019.

⁴⁵ Interview with Reverend Linda Quainoo, Head Pastor of Revival Life Outreach Church (Victory House) Youth Church, Gyinyase-Kumasi on 24th April, 2019.

further stated that she prepares sermon on Sunday evenings, reflects on the messages throughout the week to the next Sunday before delivery.

She also helps to address the needs of members by setting aside time after service to interact with members with special needs. She supervises the counting of all monies received during service, must sure they are duly recorded and she signs against them. She lastly stated that she ensures her church meets set target by calling members who absent themselves from services to ascertain the reason and ways to solve them.

As stated, two Associate Pastors from the Twi and English churches were also interviewed. According to Pastor Listowel Antwi Boateng, an Associate Pastor of the Twi church and the head of teachers for the ‘membership class’, the class for new people who want to become members of the church.⁴⁶ He stated that as part of his roles; he makes sure he prepares effectively through prayer and studying the word of God so as to preach the sure word of God as led by the Holy Spirit whenever he is appointed to do so. He also teaches and prepares new people who want to become members of the church by; taking them through the new members’ class manual; baptizing all those who are not baptized and making sure they are all ordained and accepted into official membership of the church. He further stated that he sees to the welfare of his members by: praying for them, counseling them based on the word of God and provide other physical, spiritual and financial support when the need arises.

Pastor Frank Nicolas Okai, the Associate Pastor of the English Church and Head of the Events Committee, stated that he assists his Head Pastor by preaching and teaching the church as well as monitor the smooth running of services.⁴⁷ As the Head of Events, he stated that their utmost purpose is to ensure the physical needs of members in terms of

⁴⁶ Interview with Pastor Listowel Antwi Boateng, Associate Pastor of Revival Life Outreach Church (Victory House) Twi Church, Gyinyase-Kumasi on 30th April, 2019.

⁴⁷ Interview with Pastor Frank Nicolas Okai, Associate Pastor of Revival Life Outreach Church (Victory House) English Church, Gyinyase-Kumasi on 30th April, 2019.

food are catered for during services, therefore they provide food as part of the evangelism strategy of the church. He suggested that they as Events Committee have come out special food services to attract new people to church.

Pastor Henry Lumor, a pastoral assistant at the English church and Administrator of the church stated that as part of his roles, he makes sure all the necessary things for the church to run effectively from the Senior Pastor's office right to the services are adequately provided.⁴⁸ He also said that he prepares weekly expenditure or budget in consultation with the Senior Pastor for disbursement. He manages the church records, keeps and updates data on church and provides them when needed. He prepares monthly financial reports with the Finance Officer, which involves recording incomes of offerings and expenditures.

He makes sure that regular services and meetings of various ministries and departments have access to auditoriums and equipment to run effectively. He receives letters on behalf of the church and under the directive of the Senior Pastor respond to such letters accordingly. He updates church members on events coming up, which is done via whatsApp blog created and managed by the church administrator.

He also makes financial payments on the church and undertakes any other duty assigned him such as running errands for the Senior Pastor or other pastors in connection with the church. Apart from these roles, he serves as MC for church services and teaches a class under the church's Life Development School, specifically the introductory class for new people who choose to be members of the church.

The next pastoral assistant interviewed is assigned to the Youth church and he is the head of the Media Committee of the church, in the person of Pastor Emmanuel Quainoo.⁴⁹ He

⁴⁸ Interview with Pastor Henry Lumor, Pastoral Assistant of Revival Life Outreach Church (Victory House) English Church, Gyinyase-Kumasi on 1st May, 2019.

⁴⁹ Interview with Pastor Emmanuel Quainoo, Pastoral Assistant of Revival Life Outreach Church (Victory House) Youth Church, Gyinyase-Kumasi on 1st May, 2019.

stated that he teaches and preaches on Sundays and Wednesdays whenever he is appointed to do so. As the head of media, he helps enhance the worship experience of the church and as well communicates with the congregation even beyond the walls of the church on the social media platforms.

He also records events, teachings and sermons on audio form. He also serves as the leader of the couples' ministry of the church, a fellowship aimed to strengthen marriages and present understanding of the role of family in the church. He is a shepherd of one the house fellowships of the church, guiding and teaching his house fellowship members to growth spiritually.

The Head of the Children's ministry and also a pastoral assistant, Pastor Vera Okai who was also interviewed stated that she creates lesson plans and oversees the teaching of the plan in line with the local church's theme.⁵⁰ She also recommends and discusses annual, monthly and weekly budgets of the children's ministry with the Senior Pastor. She provides spiritual leadership to both teachers and children of the children's ministry and as well ensures their care and safety.

4.4.2 Evaluation of factors that affect the growth of Victory House

According to Rev. Isaac Nsiah-Afriyie, some external factors play to the advantage of the church and others affect the church negatively.⁵¹ He posited that the positioning or location of the church premises makes it easier for the community to attend because it is along the main road. The conducive church worship service, full of love, good word and contemporary New Testament worship appeals to a lot of people. He again suggests that the effective and well planned evangelistic and follow up drive coupled with the goodwill or good name of the church in the community attracts new members.

⁵⁰ Interview with Pastor Vera Okai, Pastoral Assistant of Revival Life Outreach Church (Victory House) Children's Ministry, Gyinyase-Kumasi on 1st May, 2019.

⁵¹ Interview with Reverend Isaac Nsiah-Afriyie.

Effective system of pastoral oversight that covers every church member and an easy policy of membership assimilation also help the church to growth. He on the other hand stated that movement of church members due to transfers, marriages, travelling, movement to newly built homes in suburbs far from location of church negatively affect its growth. Also, he confessed that the approach adopted by aggrieved leaders and members by leaving the church affects its growth. He lastly opined that the lapses in the church's system to care and supervise members especially the follow-up system were a major challenge to the church's growth.

Rev. Ivy Nsiah-Afriyie suggested that the growth of the church is greatly affected by the preaching and teaching of the word of God as well as the praise and worship and the relationship that exists among the leadership and members.⁵²

From the perspective of Rev. Linda Quainoo, the growth of the church is enhanced by the special services such as the special food service, Ghana's day service and family and friends' day service.⁵³ According to her, the decision of the pastoral board to separate the churches into three services (English, Twi & Youth) was a good because shepherding of members was made easier in small groups. She further stated that the introduction of a care system and the Life Development School have helped the growth of the church both spiritually and numerically.

In answering the above question, Pastor Listowel Antwi Boateng suggested that life changing messages ministered by pastors as a factor that affects church's growth.⁵⁴ He also suggested that the lifestyle of leaders and members in their individual communities affects the growth of the church. Again, the kind of relationship that exists among leaders and members in the church and the community at large affect the church's growth. He

⁵²Interview with Reverend Ivy Nsiah-Afriyie.

⁵³Interview with Reverend Linda Quainoo.

⁵⁴Interview with Pastor Listowel Antwi Boateng.

also posited that the introduction of new programmes such as special food services, revivals, friends' day, effective house fellowship among others bring people to the church.

Pastor Frank Nicolas Okai asserted that springing up churches around the locality was affecting the growth of the church.⁵⁵ According to him in time past there were only a few churches in the locality so choosing the good church to attend was much easier but with the coming in of other new churches the competition has heightened. He suggested that the follow-up system of the church was not the best hence the church sometimes loses members easily.

He again stated that members were not psychologically in-tune with some new strategies adopted by the leadership of the church therefore they are unable to drive forward those strategies and that was affecting the growth of the church. He elaborated by stating that members are not tickled by attendance therefore some do not always see the essence of being in church every Sunday and for every service which affects the growth of the church.

Pastor Henry Lumor suggested that sermons preached do have great impact on lives therefore based on the recommendations of people other new people join the church.⁵⁶ He also posited that the excellent human relations that exist among the leaders and members have been helpful in drawing many to the church thus propelling growth. He further stated that the introduction of special food services brought bonding among members and as well attracted new members to the church.

Contrary to his above stated factors, he suggested the church's inability to keep a regular service time affects its growth negatively. He asserted that the church was mostly unable to start and end services on the provided time therefore some visitors are irritated and fail

⁵⁵Interview with Pastor Frank Nicolas Okai.

⁵⁶Interview with Pastor Henry Lumor.

to return after their first visit. He again suggested that the inability of the pastors to reach out to all first time visitors to create lasting relationship with them due to the work schedules of pastors in a week was affecting the growth of the church negatively.

Lastly, he posited that the church is mostly unable to follow and implement all programmes and activities for church growth in a year due to financial constraint; this was affecting the growth of church.

Pastor Emmanuel Quainoo also suggested the following as major factors affecting the church; the location of the church creates an easy access for people far and near to come and worship.⁵⁷ He stated the proximity and good road network around the church makes it easier to access the church. The introduction of the special food services which brought about bonding among members because members were encouraged to eat together, share thoughts and ideas and fun.

Again, the word and song ministrations were powerful that new visitors testify and even desire to join the church. He also suggested that some structures in the church do not function well hence the growth of the church was negatively affected such of which were the follow-up teams and house fellowships. He further suggested that murmuring and other small gossips that existed in the church was hindering its growth. Members who do not understand some strategies and policies turn to criticize them to other members and this sometimes influence people to leave the church.

Pastor Vera Okai posited that the children normally follow their parents to church therefore when parents fail to attend church attendance at the children's ministry is affected.⁵⁸ She also stated that parents were only interested in what their children are gaining from the ministry and not what they can do to support the ministry. She posited that parents bring their children to church depending on the best children's facilities like

⁵⁷Interview with Pastor Emmanuel Quainoo.

⁵⁸Interview with Pastor Vera Okai.

cool worship centers, the events and programmes the church might be having and other benefits. The shallow commitment on parents' part affects the growth of the children's ministry thus the church as a whole.

Again, she suggested that unwillingness of people to become teachers at the children's ministry affects the growth in that area. They lack teachers or volunteers to help run the ministry therefore the burden are laid on a few who find it difficult to handle the children especially during Sunday services. She finally posited that the few teachers who commit themselves sometimes lack the spiritual capacity to impact the lives of the children.

4.4.3 An Assessment of the challenges Pastors encounter in Victory House

Rev. Isaac Nsiah-Afriyie stated that the corporate church goals handed down for execution to the local church are sometimes are out of step with situations at the local church.⁵⁹ A major challenge he faces as the Senior Pastor of the church is sometimes the inability to meet project deadlines due to financial constraints. He finally stated that the difficulty in following through planned activities was headache for him as the Senior Pastor.

The truancy of members to church was the only challenge to Rev. Ivy Nsiah-Afriyie, the Head Pastor of the English church.⁶⁰

Rev. Linda Quainoo, on the other hand stated that her major challenge was the start time of the service which is exactly 7:00am, as a mother it was difficult for her to prepare her children for church.⁶¹ She also stated that it was stressful because she has to stay back after service for the Pastors' meeting which sometimes ends at 3:00pm.

⁵⁹Interview with Reverend Isaac Nsiah-Afriyie.

⁶⁰Interview with Reverend Ivy Nsiah-Afriyie.

⁶¹Interview with Reverend Linda Quainoo.

Lack of adequate time to follow-up on members was stated as the major challenge for Pastor Listowel Antwi Boateng.⁶² Combining his circular work with ministry offered him barely any time follow-up on his members.

According to Pastor Frank Nicolas Okai, his major challenge was combining his circular work with ministry because his work is demanding and adding up ministry makes it stressful.⁶³ Another challenge he stated was the remuneration package for Pastors, he believes Pastors should be well remunerated to give out their all for the growth of the church.

Pastor Henry Lumor opined that his major challenge was stress. He stated that he has to attend to every member's need as well as other errands and the length of time for meetings made his work stressful.⁶⁴ He also suggested that he was affected by family challenges. According to him, he reports early to services and get home late which prevents him from having contact with family members, which affects his relationship with his family.

He again suggested that due to financial constraints, he is unable to discharge certain duties, family responsibilities and provide support for members when the need arises. The last challenge he stated was familiarity. He suggested that sometimes because people knew you before you were called into pastoral board, there is the tendency for them to look down upon you due to age or by virtue of the fact that you have been play mates before. This made it difficult to instruct such church members on what is to be done.

Pastor Emmanuel Quainoo⁶⁵ asserted that his major challenge was stress, which is combining circular work with ministry as well as caring for his young children.

⁶²Interview with Pastor Listowel Antwi Boateng.

⁶³Interview with Pastor Frank Nicolas Okai.

⁶⁴Interview with Pastor Henry Lumor, Pastoral Assistant of Revival Life Outreach Church (Victory House) English Church, Gyinyase-Kumasi on 1st May, 2019.

⁶⁵Interview with Pastor Emmanuel Quainoo.

Pastor Vera Okai suggested that combining work, education and ministry was her biggest challenge.⁶⁶ It was difficult for her to share her time between work, school, church and family and this made her work stressful. She also stated financial constraints as a major impediment for her in discharging her duties at the children's ministry. She stated that there are many of the children who are in need of financial support but she was only able to assist a few due to financial constraints.

4.5 Conclusion

Several roles of Pastors have been expressed by the interviewees but a careful study of all shows that they can be categorized into the three (3) main roles of a Pastor identified in the previous chapter. Some other factors were stated to affect the growth of the church either positively or negatively as well challenges faced by Pastors. Turning around or improving on the factors and challenges are within the ability of the Pastoral board therefore recommendations will be made to improve on the growth of the church.

⁶⁶Interview with Pastor Vera Okai.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

Good leadership as well as good systems are required for an institution to achieve its stated vision, and the church is no exception. The mandate from our Lord Jesus Christ to the church was to win the lost to populate the kingdom of God and also help them to mature into His likeness; therefore growth is very essential to the church. To drive the growth agenda of the church are leaders and for that matter the pastoral ministry. The above stated influenced the decision of the researcher to study into the role of the pastoral ministry in the growth of Revival Life Outreach Church (Victory House). From the research, the following findings were made after interviewing eight (8) of the fourteen (14) pastors of Revival Life Outreach Church (Victory House);

Firstly on the objective, the roles of the pastoral ministry of Revival Life Outreach Church (Victory House), the research revealed that pastors play visionary, teaching and administrative roles. The vision and the direction of God for Victory House are relayed through the pastoral ministry to the church. The vision and the direction of God are set by the Senior Pastor and then they are elaborated to the pastors who mostly are leaders of the various ministries and departments of the church to be carried out. Every pastor of the church is given the opportunity to teach members in the numerous services and developmental programmes organized by the church. The effective running and operations of the church are taken charge by the pastors who perform supervisory as well as evaluation and monitoring of the services.

Pastors stated that the existence of cordial relationships among leaders and members of the church has contributed to its growth. They all agreed that the introduction of the special food services which gave members the opportunity to fellowship resulted in the

increase in numbers. Some also believe that the Life Development School which a developmental programme for members has helped equip members spiritually. The location of the church, the word and songs ministrations were also suggested as contributory factors to the church's growth. The research revealed that the major challenges faced by pastors of Victory House are; stress and financial constraints. Most of the pastors of Victory House are lay pastors therefore they combine their circular jobs with ministry which makes it very stressful. Some also stated that because they are lowly remunerated, they are unable to support members when the need arises. Other challenges stated were the inability to follow through with planned activities, truancy of members to church and familiarity issues.

5.2 Conclusion

In conclusion, this research identified the main roles of the pastoral ministry in the growth of the church. The growth of the church will be stagnated if the pastoral ministry fails to perform its roles and devise the right strategies to drive forward the goal of the church. The pastoral ministry has been identified as the major determinant of church growth, once it ceases to function the church ceases to grow. The pastoral ministry plays a visionary role by articulating the vision of God to church and devise strategies to achieve the vision. It also plays an administrative role by accounting for and providing proper documentation of the finances of the church as well as supporting members financially. The pastoral ministry also plays the teaching role in increasing the understanding of its members into maturity. It can finally be concluded that, bringing out new strategies that seem outside the box can bring in new people. For instance, the introduction of special food services brought in a lot of new members to Revival Life Outreach. Having made this conclusion, it is important for the church to pay attention to areas where they fall short to enhance its growth.

5.3 Recommendations

Based on the findings, the following recommendations were made;

- Pastors of Revival Life Outreach Church (Victory House) could design and maintain activities that will increase bonding among members. This is because such activities breed some form of cordiality which makes members feel at home; therefore they always feel happy coming to church.
- More leaders could be trained from the various churches (English, Twi & Youth) to support pastors in some areas of the ministry to reduce the stress on pastors. Some other means of meeting such as online meetings on whatsapp could be adopted by pastors to reduce the number of hours spent at the church premise after service.
- Regular training programmes could be organized for pastors of the church and magnification leaders to increase the level of word and songs ministration to perfection since they are factors that contribute to the growth of the church.
- Pastors of Revival Life Outreach Church (Victory House) could intensify the use of small groups such as a care system, house and area fellowships to cater for members so that the needs of members will not be overlooked. It also offers pastors the opportunity to easily identify members who are truant and how to deal with that menace.
- Follow-up teams should be built up in the various church services (English, Twi & Youth) to work in collaboration with the pastors to visit members especially visitors to know their wellbeing.
- The remuneration packages pastors of the church should be reviewed, and as well appropriate structures set up to deal with financial problems of members to ease off the pressure sometimes pastors go through in helping members with their financial needs.

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PERSONALITIES INTERVIEWED

Pastor Emmanuel Quainoo, Pastoral Assistant of Revival Life Outreach Church (Victory House) Youth Church, Gyinyase-Kumasi on 1st May, 2019.

Pastor Frank Nicolas Okai, Associate Pastor of Revival Life Outreach Church (Victory House) English Church, Gyinyase-Kumasi on 30th April, 2019.

Pastor Henry Lumor, Pastoral Assistant of Revival Life Outreach Church (Victory House) English Church, Gyinyase-Kumasi on 1st May, 2019.

Pastor Listowel Antwi Boateng, Associate Pastor of Revival Life Outreach Church (Victory House) Twi Church, Gyinyase-Kumasi on 30th April, 2019.

Pastor Vera Okai, Pastoral Assistant of Revival Life Outreach Church (Victory House) Children's Ministry, Gyinyase-Kumasi on 1st May, 2019.

Reverend Isaac Nsiah-Afriyie, Senior Pastor of Revival Life Outreach Church (Victory House), Gyinyase-Kumasi on 20th April, 2019.

Reverend Ivy Nsiah-Afriyie, Head Pastor of Revival Life Outreach Church (Victory House) English Church, Gyinyase-Kumasi on 24th April, 2019.

Reverend Linda Quainoo, Head Pastor of Revival Life Outreach Church (Victory House) Youth Church, Gyinyase-Kumasi on 24th April, 2019.