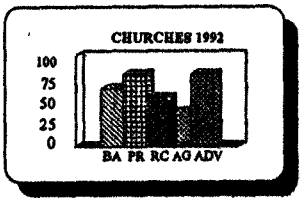
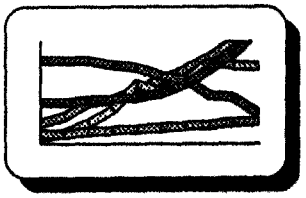
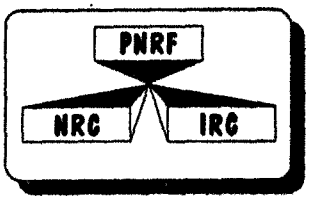
The

INFORMATION STRATEGY MANUAL







LOOKING AT INFORMATION AND CHURCH MOBILIZATION

*PRINCIPLES
*PURPOSES
*PROCESSES
*PICTURES
*PROBLEMS

Bob Waymire
LIGHT International
March 1997

THE INFORMATION STRATEGY MANUAL

LIGHT International
P.O.Box 368
(1907 Sawyers Bar Road)
Etna, California 96027 USA
Phone/Fax: 916-467-3686
Compuserve: 72642,2115

March 1997

If the Body of Christ does not have readily available accurate, up-to-date information about both, the harvest fields and the harvest force, it will lose sight of its long-range goal, expend its energies and resources in many good deeds, leave many harvest fields untouched, and return empty-handed out of others. Millions will remain in bondage and never experience the powerful, life-changing love and care of our Lord Jesus Christ.

However--when the Body of Christ has the facts (light) it needs, it will then be possible to reach the potential of making disciples of all nations, see whole societies liberated from bondage, and see Jesus Christ incarnate in every segment of society showing forth His loving care, truth and redemption. The Kingdom of Light will shine forth in victory!

This manual is being written primarily to help facilitate *"making disciples of all nations"* thru information, Church mobilization and saturation church planting strategies.
It is a document in development.
Suggestions/recommendations are invited.

Bob Waymire, President
LIGHT International

Revisions February 1995, May 1996, March 1997

CONTENTS

CHAPTER	PAGE
FOREWORD	i
INTRODUCTION	ii
1. THE BIG PICTURE	1-1 thru 1-3
2. DISCIPLING THE NATION	2-1 " 2-4
3. PRINCIPLES-PURPOSES-PROCESSES-PICTURES	3-A " 3-13
4. THE DAWN PROCESS	4-1 " 4-9
5. THE MANAGEMENT PROCESS	5-1 " 5-7
6. THE DISCIPLE-MAKING PROCESS	6-1 " 6-5
7. DATA AND ANALYSIS	7-1 " 7-6
8. INHERENT FACTORS OF INFORMATION	8-1 " 8-4
9. CHURCH GROWTH FACTORS & DISEASES	9-1 " 9-7
APPENDICES	
A. SCP FLOW DIAGRAM and PROCESS OUTLINE	A-1 thru A-2
B. MCGAVRAN QUOTES	B-1 " B-2
C. SAMPLE STATISTICAL TABLES	C-1 " C-3
D. SAMPLE GRAPHS	D-1 " D-6
E. SAMPLE MAPS	E-1 " E-2
F. SAMPLE FORMS (BLANK)	F-1 " F-6
G. SAMPLE PROJECT PLANNING SHEET	G-1
H. SAMPLE PERIODICALS	H-1 " H-2
J. NATIONAL INITIATIVES COMPONENTS AND DIAGRAM	J-1 " J-2
K. BIBLIOGRAPHY	K-1
L. GROWTH RATE TABLES (AAGR & DGR)	L-1 " L-2
M. SPIRITUAL MAPPING	M-1 " M-3
N. GLOSSARY OF TERMS (to be added)	N-1

FOREWORD

This manual has been in work for about 25 years. I didn't realize it though until three or four years ago, when sharing in consultations, seminars and conferences people began asking whether I had summarized under one cover the materials presented. Taking this as a hint that perhaps I should get better organized, last year the National Research Mobilization Handbook was published. This is meeting some needs regarding setting up national research and information functions in many countries in support of the Great Commission enterprise. However, that handbook doesn't really cover the elements of strategy and the principles experience has taught as being fundamental to seeing the Church grow "far, deep and wide" in a wide variety of contexts. Hence this manual.

I'm sure you've heard the declaration, "It might work for them, but it won't work here!"? What is it that won't work? Is it the form or the function. Is it the method or the principle? The method of seeing a multiplication of congregations of believers will and should vary depending upon the situation and circumstances, but certain principles apply no matter the context.

A few years ago, while traveling in Russia, Europe and Africa, it was impressed upon me that, sure enough, something additional was needed. Many people and organizations were striving to obtain growth and expansion of the Church, but were struggling in getting the Body of Christ equipped and mobilized to do the job. A year later I was in two Asian countries where seeing the fulfillment of their well intentioned plans and goals seemed hopeless. The "form" of what they were doing was one long proven, but in very different contexts. The processes they were involved in were not producing the desired results. They seemed unaware of some vital church growth principles. They were not gathering the basic information they needed to evaluate the appropriateness or effectiveness of their management or their methods. Where they did have good data is was not getting into the right hands at the right time in the right way.

Recently I received a letter from a researcher in an African country who said they didn't need any more churches, they just needed revival in the ones they had. What they really meant was they didn't need any more churches like they had....dead ones. However, the best solution may well be to initiate a wide variety and number of new fellowships or small groups or congregations (you may want to call them *churches*), both within and outside and beyond the currently established churches. Church "resurrection" is most often a failing task. Bringing new believers (new wine) into older dead churches (old skins) can be a great risk. I saw this devastating to some young people of a Scandinavian country. New churches grow faster than old churches anyway--well, on the average.

There's a whole bevy of principles that apply to contextualizing and achieving Church growth. In this manual we look at applying many of them. And we look at most of them in the context of information and analysis we need to underwrite good decision-making that will result in vigorous Church growth.

Like about all else, this is a tool in progress. You will have to agree--it is neither thorough nor complete. I trust that it will provide some assistance along the way. Your ideas for improving this manual are welcome.

Bob Waymire 2/95 3/97

Introduction

What's it all about?

The *purpose* of this manual is to help increase the effectiveness and viability of strategies, plans and processes toward *motivating, equipping and mobilizing the Body of Christ in a nation to effective evangelism and church planting.*

The *goal* for the manual is to communicate clearly the *principles, purposes, practices* and *pictures* that increase effective saturation church planting (SCP) and information management. The major goal of saturation church planting is to see an obedient congregation of believers in every segment of society, in every class and kind of people; a congregation the local people *can get to* and *will go to.* Gatherings of believers who are penetrating their neighborhoods with the transforming love, care, truth and power of Jesus Christ. When this occurs He will be incarnate in every segment of society.

God, speaking through His prophet Habbakuk declared, *"The knowledge of the glory of the Lord will cover the earth as the waters cover the sea."* (Habakkuk 2:14) The goal of saturation church planting is aimed at the fulfillment of this vision.

The content of this manual draws on extended experience of several individuals and case-studies relating to church growth on every continent. It specifically addresses information management strategies, principles and processes in their relationship to monitoring, evaluating and catalyzing the growth of the Church in its various contexts.

We go behind the scenes of process and explore the principles and purposes, the "why" as well as the "what" and "how." There are other documents that could be considered companion to this manual that focus more on "what and how." They are the **DAWN Research Handbook** by Roy Wingerd of DAWN Ministries, and the **National Research Mobilization Handbook** by this author. The former goes into the detail of denominational surveys and analysis. The latter speaks to structuring of a permanent research and information function in a country or region.

Two other works, both classics, provide elaborating information on most of the principles and practices condensed into this manual. They are **Understanding Church Growth** by Donald McGavran (Eardmans, 1980), and **DAWN 2000: 7 Million Churches To Go** by Jim Montgomery of DAWN Ministries (Wm. Carey Library, 1989). Montgomery has published a new book entitled, "And Then The End Will Come" (William Carey Library, 1997). Herein he has wonderfully illustrated both principal and process through a smattering of case studies from around the world.

I owe a great deal to these two prophets and teachers for the inspiration and input they 've had into my life and ministry. (I spent several years teamed with Montgomery in the Research and Strategy Department of Overseas Crusades). And lastly there is the **Church Growth Survey Handbook** by C. Peter Wagner and myself (OC International, 1980), which can be a very helpful tool for denominational and local church surveys and analysis.

As you become more familiar with this manual, I hope you will gain an understanding of the importance of recognizing the warfare going on between the **Kingdom of Light** (life and truth) and the **Kingdom of Darkness** (death and falsehood), and the role that accurate, up-to-date information (facts-reality-light) plays in that warfare.

Another awareness we need is of the *dynamics of change* taking place in these times, and therefor the necessity for staying current with the knowledge of the Church and its environment. Someone has said, *"Yesterday's truths are often today's fictions."* This certainly rings true in our day.

But let's remember–the primary purpose of this manual is to help mobilize and bring increased effectiveness to a broad spectrum of the Body of Christ; with the result of this effectiveness manifested in the ever increasing number and rate of new congregations begun and new disciples won; until we see Jesus Christ incarnate showing forth His love, care, truth and power in every segment of society, and ultimately our coming King returning in all His glory. To Him be all the glory.

Bob Waymire, May 1996
Revised March 1997

Chapter 1

THE BIG PICTURE

The scope of the marching orders that Jesus gave His Church reaches to every person of every generation. He purchased these generations with His blood on Calvary's cross. He loves the whole world.

It is not His will that any would perish. He wants all to turn to Him and receive and experience His love, care, truth and power; to live the life He wants to give every person. He came and is here today in His Body, to release the captive from bondage, to give sight to the blind, to bring good news to the poor.....

The depth of our marching orders includes "making disciples"--followers of Christ--of every tribe, tongue, people and nation. The stark reality of sin and death and the horrid destitution that awaits sinful and rebellious man, should give the Body a keen sense of urgency.

The Body of Christ should evaluate its performance based upon how it is responding to these marching orders. We've been commissioned by our Lord Jesus Christ to "go into all the world and preach the Gospel" and to "make disciples of all nations." He's given His Spirit and His Word to teach, guide, enable and empower; to convict, convince and reveal. If He be lifted up He will draw all men to himself.

Jesus' intent for His Bride, the Church, is to have sweet fellowship and communion with her. He also wants her to enjoy internally this same fellowship and harmony. He desires the demonstration of love within the Body and to the world to be the trademark of the Church as witnessed by the world. Within His Church, and within local bodies of believers, should be found the caring, the sharing, the bearing of one another's burdens, the love and acceptance that meets the felt and real needs of every class and kind of people.

Jesus is Lord of the universe. He is the Head of His Body, the Church. He is our Commander in Chief. He has all authority on heaven and on earth.

When we put all this together, how shall we then live and function and order our lives. How shall we, His Body and Bride, evaluate our obedience and performance as His Body?

He has empowered His Body to build the Body; to win lost souls. Well, how are we getting on with the job?

All of Christ's Body, the Church, should desire to see a great ingathering of souls in every nation-state and people of the world.

If it were your goal to see this great ingathering of souls in your nation, to see your particular nation fully evangelized with a congregation of believers within practical and cultural distance of every person, what would be your course of action? Where should you start?

If you were able to realize this goal, how could this condition be maintained for future generations? Or could it? What would be some of the prerequisites?

Answers to these questions today will vary quite broadly from those of 100 years ago, or even 50, or even 5. We live in a very dynamic world. Truly, *Yesterday's truths are often today's fictions*.

SIGNS OF THE TIMES

Internal and external changes have impacted every country on the face of the earth over the past 10 years. Social, economic, political, religious, and to some lesser degree, cultural conditions have changed markedly in most countries. Transportation and communication advances have shrunk the world. Computers serve up instant information and tackle complex tasks.

How can the Church stay relevant in this dynamic age? How can it keep its thumb on the pulse of society?

The Church is certainly not immune to change. It has experienced marked changes as the result of the dynamics of its context and environment, and outside influence and pressures. It has experienced many internal changes as well as a variety of new philosophies. New practices and perspectives come on the scene. It certainly has had its ups and downs.

The distribution and role of the missionary enterprise has also experienced some changes. Many countries once open are now closed. Some closed are now open. Many traditional mission agencies and missionaries have assumed support rather than pioneering roles. There are hundreds of different strategies for evangelism and church-planting. Some have proven effective, some counter-productive.

DAYS OF OPPORTUNITY

However, the potential for completing the task and church growth is not diminished by all the ills and aches the world has today. This may be one of the more opportune eras for the Church in all of history. The dynamic changes taking place the world-over are producing a large increase in felt needs among societies who are experiencing a large shifting in moral and spiritual standards and reference points. Millions are experiencing great physical, emotional and psychological needs, and are responsive to the Gospel.

In the face of all these realities, the Church needs to determine how best to accomplish its task and goal of "making disciples. Every community of people should have an opportunity to hear the Gospel and see it lived out through the lives of Christians. This means the Church must become relevant and stay relevant. It must be in-touch with its environment. Therefor it must have "sensors" on society, always informed as to what is going on, what the needs are, the hopes and dreams.

Society is always changing. These changes must be tracked and the correct responses and actions taken. Staying informed in order to minister efficiently and effectively requires new methods and employing new tools.

GROWTH VS CLOSURE(COMPLETION)?

We need to clarify and understand the goal isn't just to realize some good measure of growth in the various contexts. Our aim is toward completing the task of making disciples of all nations (Matthew 28:19).

This is an important distinction. We want to visualize and describe the end goal, then see the Body motivated, trained, equipped and mobilized towards achieving that goal. Focusing on completing the task adds new dimensions and perspectives to the research and analysis processes. The total country and all its peoples needs to be described and statused. Once the initial goal is attained there is the need for ongoing maintenance and evaluation.

But of course, the Church can't complete the task unless it grows. The "completing the task" focus and challenge are key in facilitating growth.

One of the first steps in the process of completing the task would be obtaining an up-to-date picture of the total "harvest field" and "harvest force" in the nation. Without a clear picture of the identity, location, description and status of both, it will be impossible to reach the potential of reaching every segment of society, or for the Church to function most effectively. (Of course we wouldn't want to assemble more information than is needed for each stage in the process. More on this later.)

Important Note: *It should be stated, fulfilling the Great Commission, and the other commands and revelations does not mean someday we must reach some static state or condition and then the "trumpet will sound." Fulfillment denotes a dynamic state whereby the prescribed conditions are in a continual functioning mode, and the new generations that are being born (every second or minute), are born into a dynamic context of obedient Spiritual activity and status, where gatherings of believers, discipling and growth are ever-present and within reach of every person.*

We do want to consider very seriously who those would be that are most likely to carry forth the plans to reach the goal. In countries where the Church already exists, even

in some minimal measure of presence and strength, the Church will be a prime candidate in achieving the goal.

A "keeper of the vision" is needed in every movement and nation. One who has a clear understanding of the final goal, the principles and processes, and can help mobilize the resources needed to get the job done; a catalyst in mobilizing the Church.

BODY-BUILDING

The Bible reveals building the Body of Christ is the fundamental reason and end purpose for our existence on earth, as declared and ordained by our Creator.

Mobilizing the Body of Christ in the nation for accomplishing this divine purpose is a fundamental principle and strategy. When the Body of Christ is functioning in harmony among its many parts, with each member effectively and efficiently doing what it does best, then multiplied growth is forthcoming.

A fundamental challenge then is to gain the participation of a wide spectrum of the Body to work in this "symbiotic" mode. Because this is a prerequisite to successful balanced growth, we want to consider it very seriously, and look at principles, strategies and methods that can accomplish this kind of broad-based involvement while achieving the goal of completing the task of world evangelization and making disciples.

In the next two chapters we will take a close look at ways this can be accomplished, and the basic principles involved. First lets consider the following:

TWO TRUTHS....THAT SET MEN FREE

In Great Commission reality there are two truths...two realms of facts and realities...needed to "set men free." One is helpless without the other. On the one hand we have the Word of God, absolute reality...truth. This is the truth that can set men free. However, in order for this truth to set men free it must be effectively communicated and acted upon. This requires additional information.. .reality...truth...regarding the target audience, and the conditions that surround them.

Effective communication is only possible if the truth of the Gospel is contextualized. This requires insightful, up-to-date and accurate factual information...truth. So in this sense, we can truly say, "It takes two truths to set men free."

On the other hand, we can have a broad and deep understanding of the social, cultural, religious and psychological distinctives of a people, but if we can't supply them with the Word of God in the right form at the right time, they will not be able to experience the life-giving truths which brings redemption and the salvation of their souls.

The Church must understand itself and its context? But how can it obtain the truthful information needed unless it gets vitally involved in the process?

Jim Montgomery, in his classic work DAWN 2000: 7 Millions Church To Go, brings the point into perspective in the beginning of the chapter on setting national-level goals. Referring to how the "prophetic message" developed from the analysis of the *harvest force* and *harvest field* is utilized in setting the national goals for new believers and congregations, he states,

> *"Such goals distill the data of the researcher and the message of the Lord into a clear, understandable vision that can easily be communicated. The goals become the driving force that mobilizes God's people to efforts they never dreamed possible."* (p.143, emphasis mine)

Our goals should be take into account these two truths or realities. In combination they can "set men free."

Having accurate, up-to-date information does not guarantee success, but we can't get there without it.

++++++++++++

How can we then see the whole Body motivated and mobilized for involvement?

What are the principles and processes involved?

What will it take to see a whole nation or people saturated with gatherings of Bible-believing, obedient Christians?

Chapter 2

DISCIPLING THE NATION

We need to have a realistic understanding of the "big picture" in order to effectively be about our Biblical mandate to "make disciples of all nations." (Matt.28:19) Note: Most of the principles involved herein also apply to any level of target area, including cities, towns, people groups, and other entities.)

Once mankind estranged itself from God in the Garden of Eden, God initiated His earthly plan of redemption. It is still being carried out today.

Under the *Old Covenant* the children of Israel were unable to keep the Law and commandments, so God made arrangements via the High Priest, who in the Holy of Holies in the temple presented the sacrifice of blood as a covering for their sins and iniquities.

Under the *New Covenant* centered around the atoning blood of Jesus Christ shed on the cross at Calvary, anyone who accepts Jesus as the sacrifice for their sin, and receives Him as Saviour and Lord, is indwelled by the Holy Spirit of God and becomes Jesus' "disciple" (follower/learner), and a permanent member of His Body, His Bride. (I feel this is the real goal of the Great Commission, the Bride of Christ.)

Jesus provides definition and qualification regarding becoming His disciple in Luke chapter 9 when he states, *"If anyone wishes to come after Me, let him deny himself, and take up his cross daily, and follow Me."* (v. 23) Later in chapter 14 it is recorded, *"Whoever does not carry his own cross and come after Me cannot be My disciple."* (v. 27 NASB)

Matthew 28:18-20 commands us to "make disciples of all nations." Make whole peoples followers and learners of Jesus. *"...baptizing them in the name of the Father, and the Son and the Holy Spirit, teaching them to observe all that I commanded you: and lo, I am with you always, even to the end of the age."* (Matthew 28: 19,20)

In the original language of the new testament (Greek) Matthew 19 states, "As you are going, make disciples of all *'ta ethne'*...." In current day lingo we would say "ethnic groups" or "people groups." However, because most political boundaries over the centuries have been established along linguistic broad boundaries, the term nation which was originally translated from "ta ethne" now more popularly applies to geo-political entities.

This manual addresses both meanings. When talking about organization of structures and mobilization of the Body of Christ, for the most part we are referring to nation-states, or countries. However, when we are discussing evangelism and church-planting strategies, both meanings come into focus. We might say, we want to see a "nation of nations" discipled.

So, when we talk about "discipling the nation" we are talking about making followers of Jesus Christ of all the peoples in a nation-state. This is the goal.

This is also the basic purpose of this manual--making disciples of whole nations. It has a primary focus on mobilizing the whole Body of Christ in a target area to become involved in this process, and the role of information in that process. The expressed "principles, purposes, processes and pictures" set forth in this chapter are set forth within the context of "making disciples."

These disciples then need to gather together (congregate) for worship, fellowship, instruction and ministry. *Starting new congregations of believers from every walk and station of life is fundamental in the disciple-making process.*

JESUS INCARNATE IN HIS BODY

Establishing contextualized congregations within practical and cultural reach of every person is necessary if Jesus Christ is to be incarnate in His Body in every segment of society--exercising his love, care, truth and power in more than a *"now you see it, now you don't"* manner.

A broad spectrum of the Body must be involved in order to have the wide range of gifts and expressions needed to reach every segment of society with all its social, cultural, economic, religious and ethnic distinictives. When it comes down to your own city, town, neighborhood or nation and what should be accomplished there, you may want to consider what strategies, plans, methods and resources will be needed to:

a. *bring into focus and understanding the various social, cultural, religious, economic and ethnic realities in the city, area, region or nation.*
b. *mobilize and facilitate "whole Body" involvement and cooperation.*
c. *provide information and evaluation on an ongoing basis to support wise decision-making.*
d. *carry forth effective, contextualized evangelism and establish contextualized congregations of true believers in every segment of society.*
e. *achieve common goal ownership by a wide spectrum of the Body of Christ.*
f. *mobilize and "feed" a united prayer effort.*

You will also want to seek answers to the questions:

1. *Where are we now?*
2. *Where does God want us to be?*
3. *How do we get there?*
4. *What will it take?*

Once you've come to grips with these questions and their answers, and the mind agrees on what should be done, and the emotion says, *"Let's do it"*, then the challenge is to get the will involved, making a commitment to take some action to develop some measurable goals and specific plans.

DISCIPLING THE NATION INVOLVES.....

* *mobilizing the whole Body of Christ in a nation around a common goal and common information.*
* *denominations individually and collectively setting goals for new congregations and new believers.*
* *obtaining and maintaining an accurate, up-to-date picture of the harvest force and harvest field.*
* *determining where the Church is growing and is not growing, and understanding why.*
* *determining and employing effective methods.*
* *periodic evaluation of goals, progress, and effectiveness.*
* *understanding and adhering to certain church growth principles, that when applied properly will produce the desired effect in any segment of humanity....over time.*

Experience has taught: unless there is a) a shared clear picture of the goals and objectives, b) readily available accurate and up-to-date information, and c) some understanding of the basic principles relating to the processes involved (so "form" and "function" do not get confused), we can be assured the strategy will 1) get off to a false start, and/or 2) drift off track resulting in frustration, squandering of resources, and failure to achieve the intended purpose.

CHURCH MULTIPLICATION

This manual talks a lot about "saturation church planting," and church multiplication. The goal in either case is to : *see a witnessing congregation of believers within practical and cultural distance of every person in every class, kind and condition of society, a congregation they could get to (in a practical manner), and would go to (would be culturally and socially relevant to them).*

In the context of the national initiative strategy and process spelled out herein, the reference is to: *congregations that are penetrating and saturating every neighborhood with the transforming love, care, truth and power of Jesus Christ.*

They are congregations where the Bible is the fundamental guide book, where Jesus is Lord and is worshipped in Spirit and in truth.

The **key strategy** for reaching the church multiplication goal is: mobilization of a broad spectrum of the Body of Christ.

AND PROCESS

Let's take a look at the prerequisites, basic and process steps involved in mobilizing the Church for a national or city-wide initiative towards saturating the nation or city with congregations of believers.

There are **two prerequisites** for mobilizing the Body of Christ for maximum effectiveness:

1. Common ownership of a Biblical measurable goal by a wide spectrum of the Body or Christ;
2. Commonly held accurate, up-to-date information of both, the Harvest Force and Harvest Field.

There are a wide scope of involved in the overall 'mobilization for discipling' process. The DAWN process outline in chapter 4 illustrates one "tried and true" process, having been successfully operationalized in over 50 countries, and initiated in another 50. The DAWN (Disciple A Whole Nation) process was developed, and is facilitated by, DAWN Ministries.

The following is a delineation of a similar listing of involved in the process of mobilizing Church in a nation or city. These have been set forth by Ross Campbell, a world-class national initiative strategist, formerly of Ghana, and now in New Zealand, and myself. We've both been in close contact and cooperation with DAWN Ministries for several years. Each component has proven essential (in several continents and countries) in order to achieve the level and function of mobilization desired/required. Care must be taken in understanding and employing them in their vital roles, and their individual contexts. There is a dynamic interworking that is often not obvious.

How these are sequenced and implemented in the mobilization process is dictated by each local situation. They may take different forms, but each component provides a crucial function in the mobilization process.

1. Visionary leader(s)
2. Coordinating/facilitating team or committee
3. Clear statement of vision and purpose
4. Clearly defined measurable goal(s)
5. Assessment of Harvest Field and Harvest Force
6. Consultations and congresses
7. Corporate goal setting and goal ownership
8. Ongoing research and analysis
9. United strategic prayer efforts
10. Widespread commitment to partnering and cooperation

Further description of these components, and the roles they play in the overall mobilization strategy is spelled out in **Chapter 3.**

The initial steps in the process of this type of initiative, whose success depends upon mobilizing a significant portion of the Body of Christ, involves performing an initial assessment of the Church and its context.

A summary picture is painted that usually includes: where the Church is and is not carrying forth ministry; which elements of the Church are growing--where and why; the "population per church" ratio for various areas and people groups; the areas and peoples being targeted by various denominations and parachurch groups; where the church is and is not located, and other elements--depending upon the particular situation and country.

The next step is to gather organizational leaders around this picture (thus holding the information in common). This may be the first time each organization has witnessed where and how it fits into the overall picture. They see their own contribution in the context of all the others. They also see a quantitative picture of the task remaining, and can view the implications for completing the task, both for themselves and collectively with the other groups. Several dynamics and factors take place in this kind of setting.

This integrated, objective picture can form the basis for unity and mobilizing the Body of Christ towards setting and working together towards a common goal. Each group commits to doing their particular part without compromising their strengths and distinctives. Without this objective picture, Body unity and mobilization can be hindered and frustrated; each group continues doing the same good things they've always been doing, but never reaching the potential that can be achieved when working cooperatively towards a common goal.

Once the collective and individual goals are set and effective methods initiated, periodic surveys and monitoring are required for statusing progress and evaluating effectiveness.

"IT WON'T WORK HERE"

Perhaps you've witnessed situations where a canned program was tried in a different area or culture without adequate contextualization. The results were probably less than promising. Often form and function get confused. The function may be transferable, but often the form isn't.

On recent trips I saw this problem illustrated in three different situations and parts of the world; Eastern Europe, Russia, and Africa. Each was in some phase of a whole nation saturation church planting strategy.

In Eastern Europe they tried to get the endorsement and involvement of the national Church leadership before identifying a visionary leader, and establishing common goal ownership. In Russia a small group was attempting to do a national level local church survey, but had run out of resources. They hadn't followed the "prime the pump" principle of starting small and illustrating the role and value of the information and its relation to the goals and process before trying to obtain a commitment from denominations and churches for supporting more in-depth research.

The Africa situation was a total contrast to the other two. Here, the national Church had been involved in quite a successful national-level saturation church planting effort for many years, but then saw growth plateau over a 3 year period.

They were attributing this growth decline to external causes, i.e. an improvement in the economic situation had consequently reduced responsiveness to the Gospel. While this no doubt contributed in some measure, it was also discovered they had (temporarily) set aside the goal of planting new churches....a surefire way to plateau growth. They had forgotten the axiom, *"new churches grow faster than old churches,"* and the best way to increase the number of new believers is through new fellowships and/or congregations strategically, geographically, culturally and ethnographically placed.

Each segment or expression of the Body of Christ has some unique distinctives, as do their contexts. These distinctives must be understood to a significant degree in order to achieve a good level of effectiveness. There are also certain principles, Biblical, cultural and otherwise, that apply to every situation. Adapting them will vary. Time must be taken to study and understand the situation. The principles involved must be clearly understood.

When you are <u>not</u> armed with careful preparation and understanding, and the strategy is not progressing in a satisfactory manner, you will probably hear one or more of the following:

"We've tried that...it might work in your area, but it won't work here."

"How can you mobilize a lazy and self-content Church? It just seems impossible.

"We just can't scrape together enough resources to get the program really moving."

"These people are very resistive to the Gospel. We're wasting our time here."

"We just don't have the right mix of people."

"We did the same thing they did, but it didn't work for us--we're puzzled at this point."

"We don't need more churches, we just need to see revival in the ones we have."

"We don't need research, we need a move of the Holy Spirit."

"Researching our country would take years and who knows how many thousands of dollars."

"The backdoor to the church is as big as the front. We can't seem to keep the people. Why?"

"There's hardly any of the younger generation in our churches. I don't think they can be reached."

"THE OBVIOUS OFTEN IS NOT"

There's more to initiating a national strategy initiative than might first meet the eye. Often it is difficult to discern the purposes behind what we are observing. The obvious often is not.

When Jesus asked the woman at the well for a drink, what was His primary motive? Was it to quench His own thirst? When Nehemiah catalyzed and supervised the rebuilding of the wall around Jerusalem, was it because building walls was his specialty--or that the wall would provide an impregnable fortress for the children of Israel?

When you discipline your children is it basically to show them who's boss? Or to hurt them? No, in each case there was something deeper and more profound at stake. The casual observer can't detect all the motives behind these actions. The "whys" are seldom obvious.

Determining the realities of a situation takes considerable effort and insight. If we don't have a good grasp of the principles involved, and if don't take the time and effort to carefully study the situation we will be often fooled and frustrated.

Chapter 3

INFORMATION and MOBILIZATION

This chapter deals with the variety of roles research and information play in mobilizing the Harvest Force, the Church, for the multiple tasks involved in *"making disciples of all 'ta ethne"'* (peoples or nations). This is a whole Body task and process.

In one important perspective, the goal of the Great Commission is the building of the Bride of Christ. Our Lord, the Bridegroom, takes care of the "without spot or wrinkle" aspect. Ours is to function as a body, the prerequisite for building the Body.

Through the prophet Habakkuk we learn, *"The earth shall be covered with the knowledge of the glory of the Lord as the waters cover the sea"* (2:14). Through Acts 17:26 we understand, *"From one man He (God) made every nation of men, that they should inhabit the whole earth; and he determined the times set for them and the exact places where they should live."* And He did this *that they might seek God*. (v.27)

So we see it was part of God's plan to have man "inhabit the whole earth," that he (they) might seek God. When Jesus Christ is incarnate, through His Body (His only inhabitation on earth), in every "tribe, tongue, people and nation" (Revelation 5:9; 7:9), then we could say we are well on the way toward seeing *"the whole earth covered with the knowledge of the glory of the Lord...."*.

If we were to see "*a gathering of obedient believers within practical and cultural distance of every person in every class, kind and condition of mankind, and see these gatherings penetrating and saturating every neighborhood with the transforming love, care, grace, truth and power of Jesus Christ,*" we can then yeah and verily say, *"the knowledge of the glory of the Lord covers the earth as the waters cover the sea!"*

It is towards this measurable goal the Church needs to mobilize. Reaching this goal fulfills the vision. Doing this effectively is the challenge. It will take insightful knowledge into both, the Church, the Harvest Force, and every segment of society, the Harvest Field.

In many countries Christianity is just a thin veneer of religion over the people. This is true of many one time Christian nations. Here there needs to be a whole new grass-roots movement of authentic Christianity. Mobilization in these countries will involve some insightful research and analysis, presentations and applications. There will need to be a clear understanding of the match or mismatch between the Church culture and that of society. In most situations new types of churches will be needed.

In other countries where there is not significant enough presence of the Church to mobilize, evangelism and church-planters will have to be mobilized and deployed from outside. Again, care must be exercised in searching out the right information in order to have adequate understanding of what kinds and types of evangelism and congregations are needed.

In both situations, the diversity of peoples, cultures and societies necessitates a broad diversity of methods and gifts be involved in seeing them effectively evangelized and "churched." Many organizations have realized good results in certain areas among certain kinds and types of peoples. However, right next door may be a group or individuals that are not being reached, or not responding, for any one of a number of reasons.

They may not be understood. No one has taken the time to do the investigation and analysis needed to determine their needs and social, cultural and religious distincitives. Therefor effective approaches go unlearned, and the "harvest force" does not employ the right methods. The Church may well be mobilized towards ineffectiveness.

ARMCHAIR STRATEGY VS GRASS-ROOTS REALITY

Armchair strategy must be mixed with a strong dose of grassroots reality. We can make almost make anything work in theory. Usually success is going to depend a lot more on the caliber of individuals involved than we would wish. Changes in administration, budgets, vision and many other factors are hard to predict. Some places phones don't work, power goes out, muddy roads can't be traversed for months. Most cultural and social distinctives can't be understood nor effectively factored from the office window.

Credibility is one important key to success. You will need to get in touch with both, the Harvest Force and Harvest Field in your area of ministry. It doesn't take long from others to know whether you know what you are talking about or not.

If you want to be actively and strategically involved in seeing the Body of Christ mobilized to effective evangelism and church multiplication, you will need to be informed, and others will need to know "you have been there." It's impossible to do something about what you do not know, as much as it is impossible to come back from some place you haven't been.

You must interface and enter discussions with leaders. You must get out into society, and bump into the stark realities there.

Being informed, though crucial, isn't enough. Being involved in a program with knowledge only of the goals and some feeling for the methods you want to employ is not enough. Too often we neither achieve our objectives, nor reach our goals because we do not have a grasp of the basic underlying principles and purposes related to, or operative in, each particular situation. Therefor when challenging situations arise, we make the wrong decision or take the wrong remedial action.

As stated earlier, this manual is as much or more about "why and what" than "how." There are many helpful "how" manuals, and you'll find some of them referenced. I was challenged in determining a good format for setting forth some of the principles, purposes and processes. Though certainly not totally satisfied with what follows, I did feel the need to get written down some of the things I've been learning from different situations plus from the many dear brothers and sisters around the world.

++++++++++++++++++++++++

The following is the format for the next dozen or so pages. I would appreciate any suggestions and/or corrections you may have that will help make this a more useful document.

PRINCIPLE :	What is the basic principle involved?
PURPOSE :	Why is this function important?
PROCESS :	How can the intended results be attained?
PICTURE :	How can this be visualized?
PROBLEMS :	What problems may stand in the way?
REFERENCE:	Where can I find further information?

++++++++++++++++++++++++++++

The following subject index has been pretty fluid. This is the third edition/revision, and it changes each time. I'm already thinking of some additions and changes for the next go-around, so don't hesitate to send in your requests or suggestions.

SUBJECT INDEX

Page	Function
3-1	Mobilizing for Saturation Church Planting (SCP)
3-2	Mobilizing Around Common Measurable Goals
3-3	Mobilizing Around Common Information
3-4	Determining Target Area Growth Potential
3-5	Basic Summary Picture of a Target Area
3-6	Initial Harvest Force & Harvest Field Survey
3-7	Initial Data Analysis
3-8	Expanded Harvest Force & Harvest Field Survey
3-9	Expanded Data Analysis
3-10	Establish a Permanent National Research Function
3-11	"PRIF" Diagram (relates to 3-10)
3-12	Sustaining Church Growth
3-13	Information and Kingdom Warfare

MOBILIZING FOR SATURATION CHURCH PLANTING

When the whole Body of Christ is mobilized for seeing gatherings of believers penetrating and saturating every neighborhood, of every kind and condition of society, with the transforming love, care, truth and power of Jesus Christ, it is then working most directly towards completing the Great Commission task.

PRINCIPLE (WHAT):

1. *The most effective mobilization of the Body of Christ can occur when those involved are working towards the same measurable goal(s), and from the same accurate, up-to-date, relevant information.*
2. *Starting new contextualized congregations is a most effective tool for evangelism and vital church planting and growth.*
3. *Building a balanced, productive and complete Body requires the involvement of the whole Body of Christ in the process.*
4. *Mobilization of the Body of Christ in a country requires a visionary leader or leaders.*

PURPOSE (WHY):

1. *The prophetic vision as relayed by Habbakuk of, "The knowledge of the glory of the Lord shall cover the earth as the waters cover the sea" (2:14), is yet to be fulfilled, but will be fulfilled.*
2. *When each person and group are working together to reach the same measurable goal, and they are making decisions from the same basic, relevant information regarding the Harvest Force and Harvest Field, they are then best positioned for contributing their unique part towards achieving a common goal. This provides the basis for cooperative efforts and partnering which can greatly increase effectiveness for reaching the desired results.*
3. *A balanced, productive, and complete Body of Christ (and Bride of Christ) is a, if not the, primary purpose and goal of the Great Commission.*
4. *It takes the whole Body functioning together in harmony to manifest the variety of gifts, ministries, socio-cultural distinctives, and love of Christ needed for effective evangelism and church planting.*
5. *Having contextualized congregations within practical and cultural reach of every person results in Jesus Christ, incarnate in and through His Body, being where every person can witness His love, care, truth and power.*

PROCESS (HOW):

1. *Having person(s) who have the vision and burden for seeing their nation (or city) "discipled" be willing to give their lives in service for their nation (city). This person (or these persons) have the understanding of the above.*
2. *Having a broad spectrum of the Body of Christ commonly owning and working toward achieving the same goal of saturation (every area and person) evangelism and church planting.*
3. *Periodcially presenting an accurate, up-to-date assessment of both, the Harvest Field and Harvest Force to denomination and parachurch leaders, where together (at a consultation or congress) they can see what is being accomplished, see what each group is doing and planning, and see a picture of the task yet to be done.*

PICTURE:

1. *Accurate, up-to-date picture of the identity, location, description and status of the Harvest Force and Harvest Field in relation to the overall measurable goal.*

PROBLEMS:

1. Not having a visionary leader.
2. Having too few denominations involved in the process.
3. Trying to obtain, print and present the assessment picture.

REFERENCES:

1. *"DAWN 2000: 7 Million Churches To Go"* by Jim Montgomery,Wm Carey Library, 1989.
2. *"Then The End Will Come"* by Jim Montgomery, Wm Carey Library, 1997
3. *"Evangelism that Works"* by George Barna, Regal Books,1995

MOBILIZING AROUND COMMON MEASURABLE GOALS

Effective mobilization of the whole Body of Christ is best achieved when all those involved unite around, and work toward, reaching the same measurable goal.

PRINCIPLE (WHAT):

1. *Commonly held measurable goals provide a foundation for unity and cooperation.*
2. *A measurable goal should be established that when reached will fulfill the vision and purpose.*
3. *Goals are a matter of will, and have "power potential."*
4. *Goals should be reasonable and faithful; challenging and aligned with God's purposes; but not discouraging.*

PURPOSE (WHY):

1. *Mobilizing around a common goal has the potential for converging a broad spectrum of gifts and resources of the Body of Christ in a cooperative effort towards reaching the goal.*
2. *When the will, goals and plans of each party involved aligns with God's will, purposes and plans, He supplies the guidance and releases the resources.*

PROCESS (HOW):

1. *Formulating a measurable goal that when reached will fulfill the vision. For example:*
   a. *Vision: "See the knowledge of the glory of the Lord cover the earth as the waters cover the sea." (Hab.2:14) "...and I am glorified in them." (John 17:10)*
   b. *Goal: "See Jesus Christ incarnate in His Body, the Church in every segment of society in every village, town, city and nation demonstrating His love, care, truth and power to every person."*
   This goal can be made more measurable by stating:
   " See gatherings of believers within practical and cultural distance of every person in every class, kind and condition of society. See believers from these gatherings penetrating and saturating every neighborhood with the transforming love, care, truth and power of Jesus Christ."
2. *Obtaining common goal ownership. Gather a broad spectrum of the Body of Christ together around a picture of the current status of the Harvest Field and Harvest Force, including picture of how many and where churches are still needed. Present the vision and goal (such as stated above), and ask each group (denomination, etc.) to consider what God would have them do towards reaching the goal. Determine what the delegates commit to regarding a specific number of churches to be started by a specific date. Note: Allow for a variety of new definitions for what we traditionally call "church." Many new expressions/structures will be needed in order to reach all segments of society.*

PICTURE:

The following are examples of the type of status picture that can be presented both to inform and challenge:

1. *Current status with respect to the goal, for example: current ratio of population per church; areas and/or people groups with no congregations; least-evangelized areas and people groups; etc..*
2. *History and factors of past growth and non-growth: growth rates, effective methods, resistive and responsive elements, etc..*

PROBLEMS:

1. Goal established is not measurable.
2. Denominations do not want to set goals.
3. Inability to gather people together, or poor representation of Body.

REFERENCE:

1. *"DAWN 2000: 7 Million Churches To Go"* by Jim Montgomery,Wm Carey Library, 1989.
2. *"The Discipling of a Nation,"* by Donald McGavran & Jim Montgomery; Global Church Growth, 1980

MOBILIZING AROUND COMMON INFORMATION

Effective mobilization of the whole Body of Christ is best achieved when all those involved are making decisions based upon the same Harvest Field and Harvest Force information.

PRINCIPLE (WHAT):

1. *Decision-making in a cooperative effort is most valid when each party is basing their decisions upon the same factual information.*
2. *Mutual credibility and understanding is established when each individual/group involved in the process knows all the others are using the same factual data.*
3. *Data/facts are objective and can enhance unity and cooperation when they are the center of focus rather than the focus being the opinions and ideas of each party.*
4. *Before God, we are all accountable for obeying the truth that we know.*

PURPOSE (WHY):

1. *When each party is making decisions from the same information base, there is greater potential for effective and efficient ministry, and less opportunity for the Kingdom of Darkness to have an advantage through error and confusion.*
2. *When each party realizes all the others have the same information regarding themselves, what is being done, and what is yet to be done, false suppositions and vain imaginations are minimized, and the potential for cooperative efforts and partnerships is high.*
3. *When all involved have the same light (truth, reality, illumination), and plan and function in that light, the Kingdom of Darkness is dealt a hard blow.*
4. *Accurate, up-to-date information provides understanding of the "prophetic message" God has for the whole Church for that particular time and situation.*
5. *Having Harvest Field and Harvest Force information in common increases understanding and acceptance of others, their methods, beliefs, goals, status, objectives, plans and strategies.*

PROCESS (HOW):

1. *Obtain and publish an accurate, up-to-date picture of the Harvest Field and Harvest Force and supply to all parties, or potential parties, involved. Show "what is being done," and "what is yet to be done."*
2. *Convene interdenominational seminars, workshops and conferences where the data/picture are presented.*
3. *Challenge all parties to set goals for new members and churches in least reached areas/peoples and/or ripe fields, based upon the information received by all.*

PICTURE:

1. *An accurate, up-to-date description and status of the Harvest Field and Harvest Force regarding "what is being done" and "what is yet to be done" with reference to the purpose and goal.*

PROBLEMS:

1. Lack of reliable data.
2. Inadequate analysis of the data.
3. Presenting data in a non-communicable format.
4. Some denominations and/or parachurch groups may choose to not cooperate. However, over time they may participate.

REFERENCE:

1. *DAWN 2000: 7 Million Churches To Go*, Montgomery, WM Carey Library, 1989.
2. *The Discipling of a Nation*, McGavran/ Montgomery, Global Church Growth, 1980
3. *DAWN Research Handbook*, Roy Wingerd, DAWN Ministries, 1992

DETERMINING TARGET AREA GROWTH POTENTIAL

Within a target area (neighborhood, city, city zone, district, town, province, country, etc.) there are a variety of factors that will impact the rate and extent of Church growth. These must be carefully analyzed in order to determine and reach the growth potential for each target area.

PRINCIPLE (WHAT):

1. *Every church is governed by factors that determine how large it can become, and who will attend. These factors are both, "internal" and "external" to the church.*
2. *Every target area is governed by factors that determine how many churches are needed; their type, size, makeup, and needs-meeting capabilities.*
3. *Understanding a target area's growth potential can prevent unrealistic expectations, goals, strategies and plans.*

PURPOSE (WHY):

1. *Each target area, whether a neighborhood, city or whole nation has its own unique mix and character regarding ethnic, linguistic, cultural, economic, political, social and other factors. Understanding this mix and character will lead you to determine the number, distribution, types and kinds of churches needed.*
2. *Similar elements (ex: neighborhoods, people groups) in a target area will most often have different potential for rate and amount of Church growth in terms of new believers and churches (gatherings of believers).*
3. *Often goals are set and plans made as if a target area is homogeneous. This usually ends in disappointment and increased efforts trying to solve the wrong problem. (Example: an orchard may have many different type fruit trees of varying sizes. When planning the harvest consideration must be given to the various types as well as the characteristics of each fruit and their expected quantities.)*

PROCESS (HOW):

1. *Perform a detailed survey of the target area to determine the distribution of the population by ethnic, linguistic, religious, social, economic, and cultural groupings or categories. Determine or estimate the number of people in each category, e.g. Hispanics, Muslims, professionals , lower economic class, 1st generation Asian immigrants, etc.*
2. *Determine the number and distribution of existing churches, their size, and which segments of the population are attending each.*
3. *Estimate how many churches (congregations or other gatherings) are needed, by category, if each were to have one church for every 500 to 1000 people.*

PICTURE:

1. *Prepare a listing of the various kinds and types of congregations needed for assuring every element of society has a contextualized gathering of believers.*

PROBLEMS:

1. Often target areas are considered to be homogenous.
2. Inadequate information base for supporting growth analysis.
3. Improper analysis of factors that impact growth.

REFERENCE:

1. *Understanding Church Growth*, Donald McGavran, Eerdmans, 1980 Revision.
2. *DAWN Research Handbook*, Roy Wingerd, DAWN Ministries, 1992.
3. *Evangelism that Works*, by George Barna, Regal Books, 1995

BASIC SUMMARY PICTURE OF A TARGET AREA

Prerequisite to reaching potential in any evangelistic or church-planting endeavor is having an accurate, up-to-date picture of both, the Harvest Force and Harvest Field of the target area (such as: nation, region, province, district, city, zone, or neighborhood.).

PRINCIPLE (WHAT):

1. *Proper target area analysis provides needed information and understanding for reaching potential in developing effective, contextualized evangelism and church-planting strategies, plans and methods.*

PURPOSE (WHY):

1. *The identity, location and status of the Harvest Force is needed to provide basis for:*
   a. *information base needed for common goal ownership & Church mobilization/cooperation.*
   b. *determine Saturation Church Planting status vs. goals (pop per church/unchurched areas)*
   c. *determining growth patterns and rates; factors of growth and non-growth; most effective methods,*
   d. *seeing what has been done, and is yet to be done (evangelism, church-planting, community development).*
   e. *determining responsive (to the Gospel) areas and peoples.*
   f. *provide basis for making projections/setting goals.*
2. *To support the steps of the Management and Disciple-Making processes. (See Chapters 5 & 6).*

PROCESS (HOW):

1. *Obtain an accurate, up-to-date picture of both, the Harvest Force and Harvest Field through a combination of library and field research.*
   a. *Identity (names/affiliations) - denominations, congregations, parachurch groups, people groups.*
   b. *Location/distribution - people groups, churches, ministries, unchurched areas and groups.*
   c. *Description - denomination/parachurch distinctives and ministries, people group distinctives (ethnic, linguistic, religious, economic, social, cultural, etc.), distinctives of the churched and unchurched (including needs and worldview).*
   d. *Status - what is being done, what is yet to be done (with reference to number, location and types of churches, people groups to be reached, scriptures needed, physical needs, etc.)*
2. *Perform analysis (statistical, graphical, cartographical [maps], factoral [factors of growth/non-growth]); prepare report. Determine:*
   a. *Growth rates - population, denominations (congregations, attendees, members)*
   b. *Population-per-church ratio - for target area & subsets, for people groups*
   c. *Areas and people groups having no congregations.*
   d. *Who are in the congregations, and who are not (ethnically and socio-culturally). Why?*
   e. *Resistance/responsiveness levels for the various people group segments (based upon contextual and institutional factors).*

PICTURE:

1. *Using tables, maps and graphs, show the identity, distribution, description and status of the Harvest Field & Harvest Force (ref. "Process" above).*
2. *Show projections (number and location) for needed churches by area and people groups. Use tables and maps.*

PROBLEMS:

1. Inadequate training of survey/analysis personnel
2. Inadequate financial resources for survey, information management and/or materials.

REFERENCE:

1. *The Discipling of a Nation*, McGavran/Montgomery, Gobal Church Growth, 1980.
2. *National Research Mobilization Handbook* by Bob Waymire, LIGHT International, 1993/94.
3. *DAWN Research Handbook*, Roy Wingerd, DAWN, 1992

INITIAL HARVEST FORCE & HARVEST FIELD SURVEY

An initial survey, bringing together a limited amount of identity, location and status data provides a basic picture of the Church and its context (or potential context) required for initial planning, motivation, and resource mobilization.

PRINCIPLE(S):

1. *Spy out the land before investing very many resources. For the initial assessment, gather only that minimum information needed to paint a basic but clear status picture.*
2. *Follow the "prime the pump" principle - use an initial picture of the Church and its context to: describe the status and needs to a broad spectrum of the Body; provide information for initial planning; and to mobilize resources for expanded research and analysis.*

PURPOSE (WHY):

1. *Initially, obtaining the data needed to paint a current status picture of both the Harvest Force and Harvest Field is sufficient for the "launch" phase of a national or citywide initiative.*
2. *Painting a fundamental statusing picture illustrates the role and necessity of having accurate, up-to-date information. This can then help mobilize more resources needed for an in-depth study.*
3. *An initial survey can be accomplished with minimal resources and in a short length of time.*
4. *Provides an opportunity for getting in touch with the Church and its context.*
5. *Provides an opportunity for validating (or invalidating) currently published data.*

PROCESS (HOW):

1. *Perform an "initial assessment" Harvest Force (denominations, churches, parachurch groups) survey. Obtain fundamental data: organization name and affiliation; number, language and location of churches and members; average attendance, types and areas of ministry, etc., for the past 5 to 10 years (10 preferably).*
2. *Perform an "initial assessment" Harvest Field survey. Obtain fundamental data: demographics, vital statistics, ethnic and religious adherents, economic levels, etc.. Identify areas and people groups where there are no churches.*

PICTURE:

1. *Statistical tables containing basic denomination and parachurch organization data (e.g. churches, small groups, members, pastors, missionaries, etc.).*
2. *Prepare maps depicting the location and identification of churches, ethnic groups, and economic distribution.*
3. *If preliminary goals have been set, provide status vs those goals in tables, graphs and maps as applicable.*

PROBLEMS:

1. Lack of availability of denominational/church data.
2. Finding people to do the initial research and analysis.
3. Lack of understanding of the value and role of an initial survey.

REFERENCE:

1. *DAWN Research Handbook*-Roy Wingerd, DAWN Ministries, 1992
2. *National Research Mobilization Handbook*, Bob Waymire, LIGHT International, 1994

INITIAL DATA ANALYSIS

Initial assessment and analysis provides a fundamental status of the Church and its distribution in society. It compares what is currently being done, to what is yet to be done.

PRINCIPLE (WHAT):

1. *An initial assessment and analysis is needed to show what the current status is for both, the Harvest Force and Harvest Field. It should provides an understanding and picture of what is currently being done, and what is yet to be done regarding the kind, number and distribution of needed churches.*

PURPOSE (WHY):

1. *The initial analysis provides the accurate, up-to-date picture needed to inform the Body of Christ of the current status of the Church and society. Shows what is yet to be done in church-planting.*
2. *The results of the initial analysis forms the basis for launching a cooperative strategy initiative in the "target area" (nation, city, area, etc.).*
3. *Provides a "prime the pump" picture for mobilizing resources for further research and analysis.*
4. *Provides the fundamental picture to be used in the first phases of mobilizing the whole Church for establishing congregations in every segment of society and area.*

PROCESS (HOW):

1. *Perform statistical, graphical, cartographical and factoral analysis. Identify the distribution and affiliation of existing churches. Identify unchurched areas and segments of society.*
2. *Prepare a summary report.*
3. *Prepare presentation materials (tables, maps and graphs).*

PICTURE:

1. *Tables, graphs and maps showing the distribution and growth rates of churches and believers, and population-per-church ratio for each area and people group.*
2. *Tables and maps reflecting, by areas and ethno-cultural groups, where churches are, and are not.*
3. *Summary report including the above, plus observations and illustrations.*

PROBLEMS:

1. Trained analyst not available.
2. Insufficient data.
3. No visual aid (graphs/maps) capability.

REFERENCE:

1. *DAWN Research Handbook*-Roy Wingerd, DAWN Ministries, Colorado Springs, CO USA, 1992
2. *Understanding Church Growth*, Donald G. McGavran, Eerdmans, 1980
3. *DAWN 2000: 7 Million Churches To Go*, Jim Montgomery, WM Carey Library, 1989
4. *Church Growth Survey Handbook*, C.Peter Wagner/Bob Waymire, OC International, 1983

EXPANDED HARVEST FORCE & HARVEST FIELD SURVEY

The expanded survey provides detailed data about the Church and its context which forms the basis for determining: what methods have been effective and ineffective, the obstacles to evangelism and church-planting, plus where and what kind of churches are needed.

PRINCIPLE (WHAT):

1. *Without an accurate, up-to-date, realistic and objective picture of itself, the Body of Christ, and its context (the Harvest Field), the Church cannot accurately evaluate and determine its current effectiveness or gain insights into what is required to finish the Great Commission task.*

2. *In order for the Church leaders to set meaningful and common goals, they must hold in common an accurate, up-to-date picture of the distribution and status of the Church in its various contexts.*

PURPOSE (WHY):

1. *Detailed information is needed for determining the effectiveness of the Church in "making disciples of all nations." It is needed to support initiatives for evangelism, church-planting, mercy ministries, etc..*

2. *Determines where the Church is and is not growing and why. Determine "cause and effect" relationships.*

3. *Provides one of the prerequisites, along with a measurable goal, for mobilizing the Body of Christ for planting congregations in every segment of society.*

PROCESS (HOW):

1. *Perform detailed Harvest Force and Harvest Field survey. This is basically "field research" dealing with identifying/describing ethno-cultural, religious, economic, and denomination/local church distinctives.*

2. *Obtain data needed to determine the relevancy of the Church/churches to society, as expressed by the non-believer, and non-churched.*

3. *Obtain growth program and goal information from the organizations/churches.*

PICTURE:

1. *Tables and graphs depicting past, current and projected growth for churches and believers - by organization, by area, by people group, and a summary.*

2. *Report on the factors of, and hindrances to, growth. Provide observations and recommendations based upon the findings. Include growth program goals and descriptions, including cooperative effort.*

3. *Tables and maps showing the distribution and status of churches, ministries, and people groups in various combinations. Draw attention to unchurched areas and people groups.*

PROBLEMS:

1. Organizations that don't keep good statistics.
2. Inadequately trained surveyors.

REFERENCE:

1. *DAWN Research Handbook*-Roy Wingerd, DAWN Ministries, 1992
2. *National Research Mobilization Handbook*, Bob Waymire, LIGHT International, 1994

EXPANDED DATA ANALYSIS

Expanded data analysis involves statistical, tabular, graphical, cartographical and factoral analysis. It identifies where churches are and are not growing and why. It identifies effective methods of evangelism, disciple-making, church planting and management.

PRINCIPLE(s):

1. *"Columns and tables of figures contain locked up knowledge. By careful treatment and study the figures can be forced to reveal their secrets. But the process is tedious." Donald McGavran Ref. # 2, p.128.*
2. *Contained within the information are the keys for "how" to do the ministry, and needed remedies.*

PURPOSE (WHY):

1. *To provide in-depth understanding of the factors of Church growth and non-growth, identifying effective methods, and problem areas.*
2. *For use in mobilizing the whole Body of Christ for effective, contextualized evangelism and church multiplication.*
3. *Provide basis for future ministry, projections and goal setting.*
4. *Develop the "Prophetic Message" to present to the whole Body of Christ.*

PROCESS (HOW):

1. *Prepare in depth analysis of factors of growth and non-growth. Determine effective methods. Identify problem areas. Prepare case studies illustrating different growth and non-growth factors.*
2. *Perform analysis comparing the culture and mind-set of the "churched" and "non-churched."*
3. *Determine current average annual growth rates for churches and new believers, and make projections for what growth will be using current rates over the next 5 & 10 years. Compare using increased rates.*

PICTURE:

1. *Tables, graphs and maps showing the distribution and status of the churches, including rates and population-per-church ratio, and areas and peoples where there are no churches.*
2. *Sample projection tables for new churches and believers for 5 & 10 years.*
3. *Analysis Report (hard copy and audio visual) containing statistical , graphical, cartographical and factoral data; containing a variety of case studies plus observations, conclusions and recommendations.*

PROBLEMS::

1. Lack of availability of trained analyst.
2. Unreliable, old or inaccurate data.

REFERENCE:

1. *DAWN Research Handbook*-Roy Wingerd, DAWN International, 1992
2. *Understanding Church Growth*, Donald G. McGavran, Eerdmans, 1980
3. *DAWN 2000: 7 Million Churches To Go*, Jim Montgomery, WM Carey Library, 1989
4. *Then The End Will Come*, Jim Montgomery, Wm Carey Library, 1997

ESTABLISH A PERMANENT RESEARCH & INFORMATION FUNCTION (PRIF)

Where there is an adequate permanent research and information function with the capability of getting appropriate Harvest Field and Harvest Force information into the hands of those who need it, the Church can better reach its potential in both, quantitative and qualitative growth.

PRINCIPLE(S):

1. *Ongoing research and analysis are needed for developing appropriate strategies and methods, effectively evaluating progress and effectiveness, and helping the Body maintain its relevancy in times of change.*

2. *An interdenominationally supported ongoing research and analysis function is required in order to assure the Body of Christ has the accurate, up-to-date information needed to carry forth its various ministries.*

3. *An ongoing research and information resource function will bring light for the task, dealing a hard blow to the Kingdom of Darkness.*

PURPOSE (WHY):

1. *Coordination is needed of research efforts within the country and/or target area in support of the various strategy initiatives.*
2. *Provide needed information resource to national Church (via an Information Resource Center).*
3. *Provide and/or coordinate needed information management and analysis.*
4. *Provide and/or coordinate needed training in surveys, information management, analysis, and info networking.*
5. *Publish research and analysis findings to supply accurate, up-to-date picture of church growth and status.*
6. *Bring Church into accountability to the facts/reality.*
7. *Point of contact for both, outside and within the country relating to description and status of the harvest force, and to a limited extent, the harvest field.*

PROCESS (HOW):

1. *Form a National Research Committee (NRC) of "decision-makers" with broad national Church representation.*
2. *Establish a national level "information resource center" (IRC) having stewardship over coordinating interdenominational surveys, analysis, information management & training.*
3. *Establish/participate in national information network.*
4. *Publish periodical to provide ongoing status of church growth and least-churched areas and peoples.*
5. *Sponsor/lead workshops, seminars and consultations to share information and receive feedback.*

PICTURE:

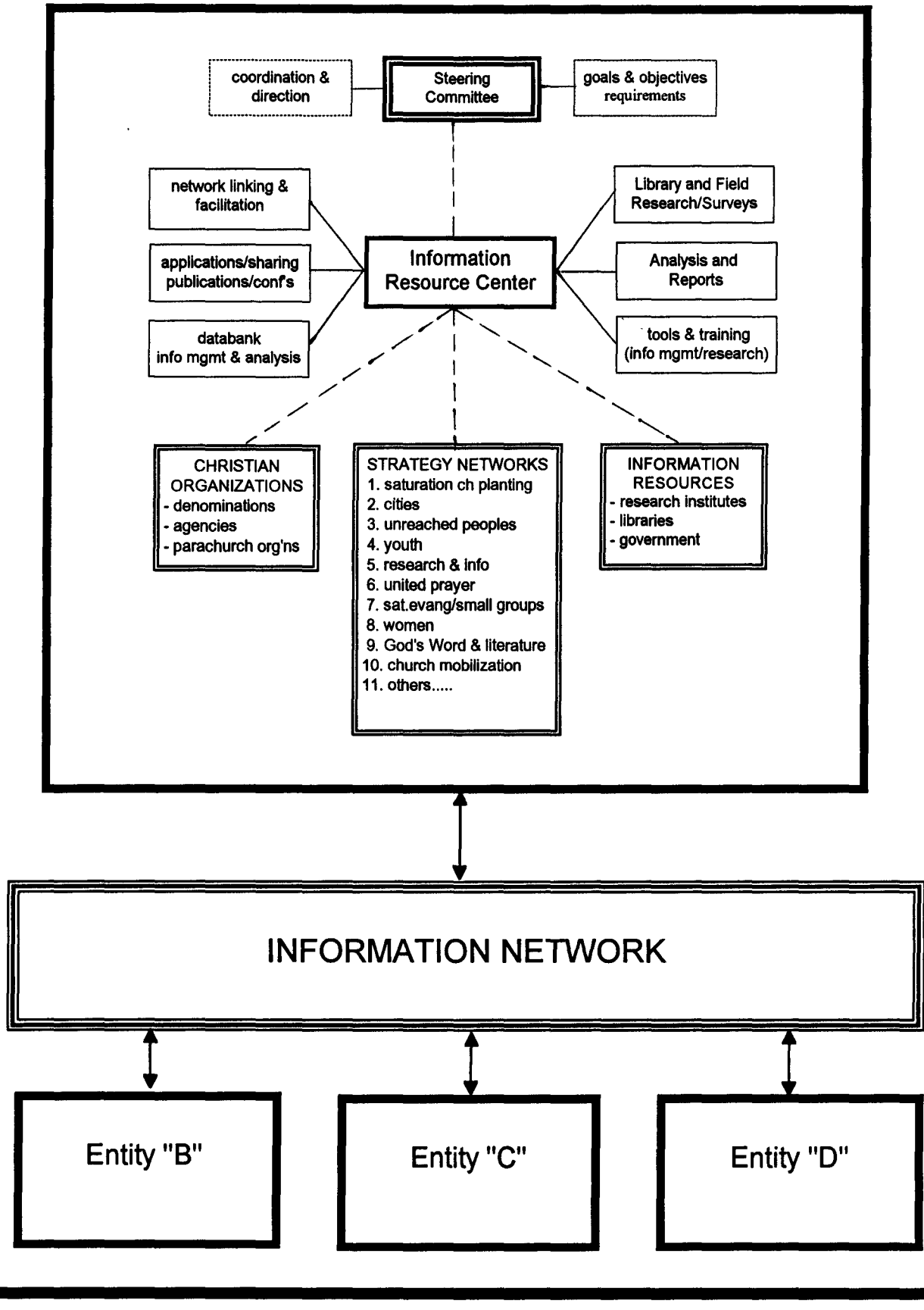
1. *PRIF functional diagram (see facing page and ref:1 below).*

PROBLEMS::

1. Inadequate support and cooperation on the part of denominations and parachurch groups.
2. Idenifying and recruiting qualified people for the steering committee and Information Resrouce Center.

REFERENCE:

1. *National Research Mobilization Handbook*, Bob Waymire, LIGHT International, 1994.
2. *The Task*, (periodical), Ghana Evangelism Committee, Accra, Ghana.
3. *National Strategy Initiatives* (paper), Ross Campbell, Bob Waymire, LIGHT International, 1996


coordination & direction
Steering Committee
goals & objectives requirements
network linking & facilitation
applications/sharing publications/conf's
databank info mgmt & analysis
Information Resource Center
Library and Field Research/Surveys
Analysis and Reports
tools & training (info mgmt/research)
CHRISTIAN ORGANIZATIONS
- denominations
- agencies
- parachurch org'ns
STRATEGY NETWORKS
1. saturation ch planting
2. cities
3. unreached peoples
4. youth
5. research & info
6. united prayer
7. sat.evang/small groups
8. women
9. God's Word & literature
10. church mobilization
11. others.....
INFORMATION RESOURCES
- research institutes
- libraries
- government
INFORMATION NETWORK
Entity "B"
Entity "C"
Entity "D"

SUSTAINED CHURCH GROWTH

Completing the Biblical task of "making disciples" in each generation requires sustained growth of the Church. Too often growth plateaus and declines while many remain unevangelized and unchurched.

PRINCIPLE (WHAT):

1. *As a rule, healthy, need-meeting churches grow both, qualitatively and quantitatively.*
2. *When expansion growth limits for external reasons, extension/multiplication growth needs to occur. (when a church can no longer grow due to lack of people, it should then plan on starting new gatherings at another location.)*
3. *Insightful monitoring, of both internal and external factors, is needed for early detection of growth-impacting problems.*

PURPOSE (WHY):

1. *Socio-cultural, socio-economic, and socio-political changes/evolutions all impact Church growth, and often occur undetected, or not considered in determining causes of growth and non-growth.*
2. *Sustained Church growth requires sensitivity and understanding of emerging generations that often have different worldviews and cultures than our own. These factors must be considered in our evangelism and our church planting. New methods and structures are usually necessary.*
3. *Churches often do not accurately analyze why they are growing or not growing, and often take inappopriate actions.*

PROCESS (HOW):

1. *Obtain widespread goal ownership of measurable goals for new believers and gatherings of believers. Make the goals measurable and in accordance with the Word of God. (Goals that are in accordance with Biblical mandates [e.g. making disciples, all hear, multiplying gatherings of believers, etc.]. Such goals result in aligning our wills with God's will, thereby releasing His resources.)*
2. *Continual monitoring of growth-related factors; evaluation of progress in view of short and long range measurable goals; effective feedback and corrective action; annual tracking of growth rates; periodic target area analysis (we live in a dynamic world).*
3. *Body-wide cooperation and partnerships that put into action the needed combination of Spiritual gifts, cultures, and resources needed to reach every segment of society.*
4. *Staying abreast of the needs and worldview of the unchurched.*
5. *Vigorous and culturally-sensitive "salt and light" evangelism and church-planting. (Remember, salt has no effect one thousandth of an inch away. It must be "in touch.")*

PICTURE:

1. *Growth comparison tables, graphs and maps. Factoral analysis reports.*
2. *Reports showing which people groups are being reached/churched, and which are not.*

PROBLEMS:

1. Inadequate monitoring/detection of growth
2. No plan or goals for growth.
3. Lack of commitment/support for ongoing research and evaluation by the Church or churches.
4. Programs have too short planning and goal span.
5. Inadequate training programs and resource mobiliz'n.
6. Lack of "completing the task" mentality.
7. Inadequate analysis of problems and society's views.

REFERENCE:

1. *Evangelism that Works* by George Barna, Regal Books,1995
2. *Where's A Good Church* by Don Posterski and Irwin Barker, Wood Lake Books (Canada), 1993
3. *Then the End Will Come* by Jim Montgomery, Wm Carey Library, 1989.
4. *Understanding Church Growth*, Donald McGavran,

INFORMATION and KINGDOM WARFARE

The battle for souls rages between the Kingdom of Light and the Kingdom of Darkness. It is a battle between truth and error; reality and false suppositions. Satan has established a wide array of strongholds worldwide through denomic influenced rituals over the centuries. Accurate, up-to-date information (truth & light), "warfare" prayer, and the Sword of the Spirit can defeat him and his cause.

PRINCIPLE(S):

1. *When the truth is not known nor acted upon, or our decision-making is based upon erroneous and/or outdated data, the Kingdom of Darkness has the advantage.*
2. *Biblical truth (Light) can defeat the Kingdom of Darkness. The Body of Christ is accountable to the truth it knows, especially in the light of God's commands.*
3. *The truth must be communicated in such a manner that it can be acted upon.*

PURPOSE (WHY):

1. *Light (fact, truth, reality) dispels darkness and defeats the Kingdom of Darkness.*
2. *Understanding and communicating truth/fact/reality about both, God and society is a prerequisite for success in defeating the Kingdom of Darkness. (It takes knowledge and application of both realities (truth) to set men free.)*
3. *Unless the truth is communicated effectively, so it can be acted upon, what is its value?*
4. *Satan and his brood of fallen angels have negatively impacted history of the world and society through a myriad of avenues. He has established a wide variety of strongholds that can be brought down through effective prayer and other means. many strongholds are in the minds of men. Many are social, cultural, physical, religious, etc. etc.. They have deep foundations in the mind-molder areas, e.g. commerce, education, media, arts and entertainment, political systems, etc.. Identifying these strongholds facilitates "smart bomb" praying.*

PROCESS (HOW):

1. *Obtain and communicate an accurate, up-to-date picture of both, the Harvest Force and the Harvest Field to those involved in resource mobilization, prayer mobilization, and ministry planning.*
2. *Perform trained and insightful "spiritual mapping" to determine the strongholds of the enemy. (Ref. Appendix "M")*
3. *Mobilize united prayer efforts that continually refute Satan's claim, and using the "spiritual mapping" information, can bring down the strongholds.* (2 Corinthians 10:4)

PICTURE:

1. *Show the distribution and status of the Harvest Force and the Harvest field using tables and maps.*
2. *Make maps identifying enemy strongholds--religious, political, economic, media, entertainment, etc.*

PROBLEMS:

1. Missing or erroneous historic data
2. Not enough interest/understanding re research & information.
3. Good data, no evangelists.
4. Good evangelists, insufficient data

REFERENCE:

1. *Spiritual Mapping Field Guide*, George Otis, Jr., The Sentinel Group, 1993.
2. *National Research Mobilization Handbook*, Waymire, LIGHT International, 1994

DAWN PROCESS

INTRODUCTION

The DAWN strategy is a Church mobilization and a church multiplication, saturation church planting (SCP) process. It was developed to its current form and status primarily by Jim Montgomery, now president of Dawn Ministries. Montgomery piloted what is now termed DAWN (Disciple A Whole Nation) in the Philippines.

That country has experienced a steady high rate of church multiplication ever since the first Church Growth Workshop held in 1974. The goal was, and still is, to have a congregation of believers within practical and cultural distance of every person in the land, such that there will be an average of 1 congregation for every 500 to 1000 people.

In early 1994 Jim provided me with a paper outlining *"Five Basic Steps of the DAWN Process."* Later he sent another very helpful paper entitled "DAWN Project Definition" outlining eight essentials or prerequisites of a DAWN project. I've included the fundamental content of both papers on the following pages.

Jim Montgomery and I had worked closely together for several years in Overseas Crusades. He had recently returned from the Philippines, and we were involved in the process of developing what is now the "DAWN Process" within the framework of OC. We traveled far and wide, meeting with national and continental leaders.

On two occasions Jim asked me to go to the Philippines to carry forth a nationwide survey to determine what God was doing there. I observed first-hand the results of the Church mobilization and church multiplication ministries.

As data was gathered on nearly every denomination a very significant picture emerged. When compared with previous data it became evident a significant segment of the Body of Christ was growing, both churches and new members, at an average annual growth rate of nearly 10%.

At this rate the Church would double in size approximately every 7 years. Compared to most countries, including the United States, this is remarkable growth. This rate has varied somewhat over the past decade, but is still above 10%, and the Church in the Philippines is still on target for seeing a congregation for every 1000 people by the year 2000.

Around 1980 Montgomery and I visited Ross Campbell in Ghana, where Ross was heading the Ghana Evangelism Committee (GEC). The GEC was carrying forth a national initiative of saturation evangelism and church-planting employing many of the same principles and practices Montgomery had employed in the Philippines.

We witnessed one of the better national-level research efforts we had ever seen. Campbell and associates had mapped out the entire country, and had harvest force and field data on every province, and nearly every town and village in the nation. The data opened their eyes to the real picture. It was far from what had been imagined. Over the next several years the GEC sponsored several national consultations at which they presented up-to-date pictures of the Church and the nation, and projections for growth were made. This has resulted in unprecedented growth, and reaching of many previously neglected areas.

What has this history to do with the next few pages outlining the steps of the DAWN process? It is an attempt to partially explain why I've included these steps in this manual. I firmly believe that when implemented in the proper way, with a proper understanding of the principles involved, the DAWN-type process is one of the most effective methods for mobilizing the Body of Christ for consistent and wide-spread church growth.

Successes in countries like the Philippines, Guatemala, Zimbabwe, Ghana, New Zealand, India and more give testimony to the validity of the strategy and principles. There are now DAWN-type projects initiated in over 70 nations.

In his milestone book, DAWN 2000: 7 Million Churches To Go, (Wm. Carey Library, 1989) Montgomery provides a descriptive narrative of the DAWN process, and should be studied by every serious student of church growth, or by anyone interested in seeing their nation "discipled" and saturated with congregations of Bible-believing Christians.

Recently, Montgomery published another landmark. This one he calls , Then The End Will Come (Wm Carey Library, 1997). This book is further testimony and proof the DAWN principles and processes work when carried forth in their entirety. It is exciting reading, as well as crucially important for those who seriously want to work towards seeing their nation or city discipled.

DAWN PROJECT DEFINITION

*A true DAWN (Disciple **A** **W**hole **N**ation) project--sometimes called a DAWN-type project--is a saturation church planting process (SCP) carried out at the national level. The following steps make up its essential ingredients:*

1. ***It is a DAWN project if***..... it is built on the premise that the most direct way to work at the discipling of a whole nation is to fill it with evangelical congregations so that there is one within easy access both practically and culturally of every person of every class, kind and condition of mankind in that nation. This includes all reached and unreached people groups.

2. ***It is a DAWN project if***..... there is a national leader and a national committee with a firm resolve and commitment to work at mobilizing the whole Body of Christ in a whole nation in a long-term repeating strategy that leads most directly to the discipling of the nation including all the people groups within it. Such a leader, along with the national committee, is sometimes referred to as a John Knoxer, a person who embodies the prayer "Give me my country or I die."

3. ***It is a DAWN project if***..... there has been adequate research that determines:
   a) the number of evangelical denominations in a country,
   b) their respective number of local churches and members and/or average attendance,
   c) the average annual growth rates (AAGR's) of each denomination,
   d) the methodologies being used by various groups that are producing the best growth,
   e) the ratio of churches to population for the whole nation and for every sub-group of the nation and,
   f) such contextual factors as the history, economy, religion, culture, politics, natural disasters and other societal forces that tend to indicate the relative responsiveness of the population and the methodologies and messages that might best see a response to the gospel.

4. ***It is a DAWN project if***..... a national congress is held where the top leaders of all denominations and other parachurch organizations gather to consider the discipling of their whole nation and analyze the data that has been collected.

5. ***It is a DAWN project if***..... the delegation gathered at the national congress collectively commits itself to a specific number of churches to be planted by a specific date. This goal can either be suggested by the national committee based on the research done or can be the addition of all the denominational, mission and other parachurch goals that are set. (See next point.)

6. ***It is a DAWN project if***..... each evangelical denomination and group sets its own goals for number of churches to be planted by a certain date and develops and implements plans to reach that goal. It is expected that all parachurch organizations that do not plant churches themselves will so orient their ministries that they truly work "alongside" churches and denominations in their church-multiplication projects.

7. ***It is a DAWN project if***..... there is a national committee formed to keep the movement alive:
   a) through continuing data gathering and analysis by means of a permanent national research function,
   b) through a publication that reports on the exciting growth and challenging aspects of each denominational program,
   c) through seminars and consultations with denominational leaders and pastors in various regions and
   d) through planning for the next national congress where evaluation is made of progress to date and new plans and goals set for the future.

8. ***It will be a truly powerful DAWN project if***..... it is under-girded by effective prayer movements on national, regional, denominational and local church levels.

From experience gained around the world in a variety of contexts, it has been learned and confirmed that each of these ingredients and steps are essential to make the strategy work. One national project, for example, did everything but set a national goal for number of churches to be planted. Another emphasized major rallies and events rather than denominational programs. Some have struggled because they didn't have a committed John Knoxer (vision-keeper/catalyzer) long term. While there has been some good in these projects, they used a lot of human and financial resources without getting much actual increase in overall growth rates.

There are two major items that could stymie a national project if they are omitted: One is to shortchange the research and the other is to move ahead before the Body is ready.

Adapted from:
"Defining Steps of a DAWN Project"
by Jim Montgomery
Dawn Ministries
May 1994

5 STEPS OF THE DAWN PROCESS

1. IDENTIFY THE JOHN KNOXER

a. Anointing factor-obviously God's man
b. Preparation factor-uniquely qualified and prepared
c. Commitment factor-*"Give me my country lest I die!"*

2. FORM A STEERING COMMITTEE

a. Phase 1-form an "ad hoc" committee
b. Phase 2-form a permanent/official DAWN committee
c. Ownership by national Church

3. PERFORM RESEARCH & ANALYSIS

a. Harvest force/harvest field
b. Phase 1--initial picture/status (limited budget)
c. Phase 2--expanded/ongoing
d. Factors--unifying, credibility, accountability, warfare

4. DEVELOP THE *"PROPHETIC MESSAGE"*

a. The message of what the Lord is saying to His Church
(in light of the present status and conditions)
b. Publish in a report and/or book.
c. Present to the Congress

5. HOLD NATIONAL DAWN CONGRESSES

a. Marketing the DAWN strategy
b. Make unified projections-common goal ownership
c. Venue for motivation/mobilization
d. Convene/endorse "official" steering committee
e. Periodic--bridge administrations and generations
(ongoing information, evaluation, correction)

IDENTIFY THE JOHN KNOXER(S) FOR THE COUNTRY

Identify a national leader or leaders with a firm resolve and commitment to work at mobilizing the whole Body of Christ in a whole nation in a long-term repeating strategy leading most directly towards the Discipling of A Whole Nation (saturating church planting) including all the people groups within it. Such a leader, sometimes referred to as a John Knoxer, is a person who embodies the cry-ful prayer "Give me my country or I die."

PRINCIPLE(S):

1. *"Where there is no vision, the people perish." Prov. 29:18a*
2. *"Unless someone accepts the responsibility, nothing responsible occurs."*
3. *"It usually boils down to a person who has the commitment and compassion to make it work."*
4. *"Record the vision, inscribe it on tablets that the one who reads may run."* (Hab 2:2)

PURPOSE (WHY):

1. A successful DAWN program requires a "keeper of the vision" who can rally/lead a team, and take a lead in effectively motivating and mobilizing the national Body of Christ towards the goal of saturation church planting–on a continuing basis.
2. Someone is needed to be cognizant of the progress the program is making or not making, who can and will initiate corrective action where and when needed. They are also the point of contact for the project.
3. A committed person is needed who can communicate the project to denomination and parachurch leaders, and also effectively assist in mobilizing needed resources.

PROCESS (HOW):

1. Personal contact, or locate someone/group to sponsor a meeting with national organizational leaders where the DAWN/SCP vision is presented by DAWN reps. Identify John Knoxer candidates.
2. Distribute/encourage key people to read, "DAWN 2000: 7 Million Churches To Go". Distribute samples of National Plans/Reports (e.g. Ghana, Peru, Philippines, New Zealand). Evaluate the response.
3. DAWN rep identify those who God has anointed and equipped for leading and implementing a DAWN-type project. Meet often enough to clarify crucial issues and principles.
4. Determine if candidate is a person others respect and would support. Spend time with candidates.
5. Clarify requirements and implications for time, finances, travel, etc..
6. Obtain agreement and commitment to the DAWN program and process.

PICTURE:

1. Job description for John Knoxer.
2. Sample case studies from other countries.

PROBLEMS:

1. Identifying the right person.
2. Obtaining organizational agreement on person.
3. Getting organizations to support person(s).

REFERENCE:

1. "DAWN 2000: 7 Million Churches To Go", by Jim Montgomery, Wm Carey Library, 1989.
2. "The Discipling of a Nation", by Donald Mc Gavran and Jim Montgomery, Global Church Growth Bulletin, 1980.
3. Ghana National Report-1993, Ghana Evangelism Committee, May 1993

FORM AN AD-HOC STEERING COMMITTEE

This is an initial committee made up of representatives from a good cross-section of denominations and parachurch organizations that have a strong commitment to seeing their nation discipled. They have a good understanding of, and commitment to, the DAWN strategy and process. This committee will later be replaced by an "official" committee which will be selected at or before the first national DAWN Congress.

PRINCIPLE(S):

1. *"Where there is no guidance the people fail, but in abundance of counselors there is victory." Prov. 11:14.*
2. *Common ownership requires participation and commitment of the parties.*
3. *The strength of the committee is in multiplicity of gifts, shared workload and responsibility.*

PURPOSE (WHY):

1. To provide interim "oversight" during launch phase of DAWN program. The "official" Steering Committee should be selected at or before the National DAWN Congress.
2. To have a good cross-section of Harvest Force represented, involved and endorsing the project.
3. To have a variety of points of views/perspectives representing a broad spectrum of the national Church.
4. To provide resources and other capabilities needed for carrying forth the various roles and responsibilities.
5. To gain organizational ownership of the project through their participation and involvement.
6. To increase the credibility of the project in the country.
7. To assist the John Knoxer(s) in keeping and carrying forth the vision. Provide an accountability base for the John Knoxer(s).

PROCESS (HOW):

1. Identify potential members at initial DAWN orientation meeting. Possibly have people volunteer at this time. Groundwork would include interviews and meetings.
2. John Knoxer help identify and recruit members from a representative spectrum of organizations. Try to achieve ecclesiastic/denomination, geographic, gift/skill balance.
3. Obtain recommendations from key contacts.
4. Try to identify decision-makers and "doers" as candidates for serving on the committee.
5. Committee will meet periodically for planning purposes and fellowship.
6. Use DAWN-related publications to convey principals and process.

PICTURE:

1. Job description for committee
2. Program flow diagram

PROBLEMS:

1. Not able to achieve good balance.
2. Members will not take active responsibility.

REFERENCE:

1. DAWN 2000: 7 Million Churches To Go, Jim Montgomery, Wm Carey Library, 1989.
2. Defining Steps of a DAWN Project, article in DAWN Report by Jim Montgomery, fall 1994.
3. Information Strategy Manual, Bob Waymire, LIGHT International, 1994

PERFORM NATIONAL SURVEY AND ANALYSIS

An initial survey of the harvest field and harvest force is needed to provide the basis for setting goals for new congregations and believers in every place and people. Ongoing surveys and analysis are required for evaluation of progress and effectiveness. Research and analysis are essential elements of the DAWN process.

PRINCIPLE(S):

1. *"Without this step there simply will not be a DAWN project." Jim Montgomery*
2. *"We are accountable for (to) what we know, not what we don't know."*
3. *Without light for the task the Kingdom of Darkness has a distinct advantage.*

PURPOSE (WHY):

1. To provide an accurate, up-to-date picture of both, the *harvest force* and *harvest field.*
2. So each denomination and parachurch organization will have the same information which can then form the basis for common goal ownership, understanding, acceptance, credibility and unity.
3. To identify the least-churched and unchurched areas and people groups.
4. To determine where the Church is and is not growing, and the rates of growth of congregations and new believers..
5. To identify factors/causes of growth and non-growth.
6. To form the factual basis for setting organizational goals & projections for new churches and believers.
7. To obtain initial commitment from organizations to become involved in saturation church planting.
8. Forms the basis for the *"Prophetic Message."* (See step 4)
9. To gain understanding or relative responsiveness and the potential for growth.

PROCESS (HOW):

(Phase one)

1. Do minimal harvest force survey--obtain denomination & para-church data over time (5-10 yrs).
2. Do minimal harvest field survey--religions, ethnography, society, culture, economy and political situation-provide description and status.
3. Perform basic analysis-statistical, graphical, cartographic (maps), and factorial.
4. Prepare tables, graphs, maps reflecting denominational statistics and contextual data.

(Phase two)

1. Obtain in-depth harvest force and harvest field data.
2. Perform in-depth analysis.
3. Identify least churched areas and people groups
4. Identify factors of growth and non-growth.
5. Prepare case studies of success stories/vital principles
6. Prepare comprehensive report.
7. Prepare presentation materials.

PICTURE:

1. Statistical tables of denomination and demographic data (include growth rates, pop per church, language groups/ unreached peoples, unchurched towns, villages, urban zones, etc.).
2. Graphs (line, bar, pie) growth history, size and rate comparisons--organizational and national summary.
3. Maps-population per church by province, district, and people groups.
4. Case studies of success stories, areas of special interest.
5. Tables and graphs showing "what if" projections for different rates and other variables.
6. Maps and tables identifying least-churched areas and people groups.
7. Report or book setting forth the complete picture and analysis, and what God is saying to the Church.

PROBLEMS:

1. Denominations don't keep needed stats.
2. Insuficient survey personnel.
3. Inadequate training in survey and analysis.
4. Inaccessible areas.
5. Lack of organizational cooperation.

REFERENCE:

1. DAWN Research Handbook, Roy Wingerd, Dawn Ministries, 1992.
2. National Research Mobilization Handbook, Bob Waymire, LIGHT International, 1993/94.
3. DAWN 2000: 7 Million Churches To Go, Jim Montgomery, Wm Carey Library, 1989.

DEVELOP THE "PROPHETIC MESSAGE"

The "prophetic message" is the message the Holy Spirit has to say to the Church (Ref. Revelation chapter 2 & 3). It is evaluating the situation from God's viewpoint (as Nehemiah did), and formulating the Lord's prophetic message from it. It is based upon the combination of God's revelation in His Word, and an accurate, up-to-date picture and evaluation of the conditions within the country and within His Body, the Church.

PRINCIPLE(S):

1. *"Write therefore the things which you have seen, the things which are, and the things which shall take place after these things."* Revelation 1:19
2. *"Analyzing and describing what is seen becomes God's voice which His people will hear and follow."* *See ref. 1 below* P.133.

PURPOSE (WHY):

1. Provides a picture of what God is doing in the nation, and which way He is moving.
2. Provides a concise overview of the "state of the nation" from the saturation church planting, "complete the task" (closure) point of view.
3. Provides the clear picture needed for denominations and parachurch organizations to set both denominational and national goals for new congregations and new believers.
4. Provides clear picture of the task yet to be done and some possibilities for completing it.
5. Provides motivation and guidance for pursuing saturation church planting--reaching every village, town, city neighborhood and people group.

PROCESS (HOW):

1. Based upon the in-depth analysis of both, the harvest force and the harvest field (Ref. Step 3):
   a. set forth a clear picture of the task yet to be done, based upon having a congregation within practical and cultural distance of every 1000 to 1500 people. Utilize tables, graphs and maps.
   b. prepare case-studies of a variety of successful methods in a variety of situations.
   c. using the growth rates calculated for the past 5 to 10 years, make projections denominatioal and national goals for new congregations and believers for the next 5,10,15, and 20 years. Utilize tables, graphs and maps.
   d. using average annual growth rates of 7.5, 10, and 15 percent, make projections for new congregations and believers for the next 5, 10, 15 and 20 years. Utilize tables, graphs and maps.
2. Prepare a report containing the above (possibly in book form) for distribution to all organizations.
3. Prepare presentation materials (visuals) to be used in the national DAWN Congress and other meetings.

PICTURE:

1. The Church growth history including distribution (location) and status of congregations.
2. The "task yet to be done" e.g. least-churched areas, unreached peoples, population per church ratios for various geo-political entities and people groups (tables and maps).
3. Tables, graphs and maps showing denomination sizes, growth rates, and areas of work.
4. Projections for setting denominational and national goals for new congregations and believers based upon incremental increases in growth rates (example: 5, 7.5, 10, 15,etc. aagr).
5. What the country could look like (using maps and graphs) for these rates (ref. #4).
6. Summary statement of "what God is saying to the Church."

PROBLEMS:

1. Inadequate data and/or analysis.
2. Improper application of God's Word.

REFERENCE:

1. DAWN 2000: 7 Million Churches To Go, Jim Montgomery, Chapt. 10.

HOLD A NATIONAL DAWN CONGRESS

A national congress attended by delegates from the evangelical denominations and groups in the country is a place where consideration is given to discipling the whole nation. New denominational and national goals and projections for new congregations and believers will made (enacted). The congress is more than a conference, it is a place of specific information and decision-making relating directly to Discipling A Whole Nation, seeing it saturated with congregations of Bible-believing Christians.

PRINCIPLE(S):

1. *"Goals become the driving force that mobilizes God's people to efforts they never dreamed possible." See ref. 2 below, p.143.*
2. *"Busy leaders will come if they are convinced reliable information is available about the growth of the Church in the nation." See ref. 2 below, p.188.*

PURPOSE (WHY):

1. Brings broad spectrum of the Body of Christ to determine how it can better collectively achieve the commission to "make disciples of all nations."
2. For leaders to hear the "Prophetic Message" regarding what God is saying to the Church.
3. A venue for establishing (enacting) unified, inter-denominational national church-planting goals.
4. For attendees to gain understanding of, and commitment to the DAWN strategy and process.
5. Hold in common information regarding the location, distribution and status of denominations, ministries, churches and least-churched areas and peoples. Forms basis for cooperation and acceptance.
6. Consider collectively what God would have the Church do simbiotically (together as a cooperative body).
7. Venue for forming ongong/official "DAWN Steering Committee" with broad consensus and representation.
8. Congress vs conference or consultation because of the *enactment* of goals and other decision-making.

PROCESS (HOW):

1. Invite denomination and parachurch leaders from across the country.
2. Arrange for the congress to be held on "neutral ground."
3. Prepare and present analysis results (pictures, case studies, etc.)
4. Present the "Prophetic Message"
5. Make challenge for national saturation church planting and setting of "reasonable" and "faithful" goals for new congregations and new believers.
6. Each denomination and group set its own goals (breaking up into denominational meetings).
7. All the goals for new congregations are added together to obtain an aggregate "national" goal. (Some groups may want to wait until they go back and meet with their denomination before setting a goal.)

PICTURE:

1. "State of the nation" presentation--tables, graphs, maps, case-studies, etc. from organizational, geo-political and ethnographic perspectives. (Includes: growth rates, population per church by area and people group, size comparisons, history graphs, unchurched peoples and cities listings, etc.)
2. "Prophetic Message" report (book or printed report and/or message).
3. Maps showing population per church ratio for provinces (and people groups, districts and major city zones where feasible and possible). (Use OHT's)
4. Graphs showing growth projections (to be used in setting new national "integrated" goals). (Use OHT's)

PROBLEMS:

1. Low or limited attendance.
2. Achieving widespread common goal ownership.
3. Some denominations may not set goals.

REFERENCE:

1. 1994 Philippine National DAWN Congress materials/reports/ messages. (Dawn Ministries)
2. DAWN 2000: 7 Million Churches To Go, Jim Montgomery Wm Carey Library, 1989; Chapters 11 and 15.

INFORMATION AND THE MANAGEMENT PROCESS

Efficient and effective management relies heavily upon having the right information--in the right form--in the right hands--at the right time. The viability of management decisions involved in the following steps relates directly to the validity and availability of the supporting data:

1. **Drafting Vision and Purpose Statements.**
2. **Establishing Reasonable and Faithful Measurable goals.**
3. **Formulating Relevant strategies.**
4. **Drafting Do-able Detailed Plans.**
5. **Selecting and Implementing Effective Methods.**
6. **Mobilizing and Allocating Resources.**
7. **Performing Periodic Evaluation of Effectiveness.**

Introduction

This chapter outlines the steps in the management process and the information needed in order for each of these steps to be most effective. Good management must be underwritten by good information--of both the context or environment and the organization(s) involved. Decision-making based upon half-truths, false suppositions, imaginations, estimates, outdated data, or missing information can tilt the scales in favor of the Kingdom of Darkness resulting in mis-guided goals, plans, methods, resources, efforts and evaluation. (Ref. pp. 3-15, 3-16)

Church and missions leaders surrounded by vague and inaccurate information regarding their ministry context and themselves (and other co-laboring organizations or individuals), carry on programs, do assigned work, raise budgets, administer departments, set goals and develop strategies, implement plans and methodologies with the best intentions but never reach their potential in church growth. This problem is compounded in that others that could be effective won't minister in the same area/people because they think the necessary work is already being accomplished.

Those with the responsibility of leadership and management cannot afford to be in a "fog" when it comes to knowing why churches grow and don't grow, and what information is needed to support that analysis. The Church is hardly growing at full potential anyplace on the face of the planet. From time to time and place to place we see excellent spurts of growth, and some even maintained over a period of a few years, but this is usually only by a small minority of organizations, even in ripe harvest fields.

Without accurate, up-to-date, relevant data properly analyzed and made available in usable form, the Church will always have "one foot on a banana peel" when it comes to growth. Having needed information about its context and itself does not guarantee the Church will always realize total success in every place and generation, but it cannot get there without it.

1. Draft Vision and Purpose Statements

Vision Statement

Every organization should try to prepare a written *"statement of vision."* What is the vision that God has given to the founder and/or leader(s) of the organization? This should be written down. This is not to be confused with *goals* or the *statement of purpose or objectives*. Vision is that God-given picture of what He wants you to

Vision Statement (continued)

always be moving toward accomplishing--a future condition you can visualize existing that is in accordance with God's expressed will and plan. Try to capture this vision in a concise statement.

The vision should be articulated clearly. It should be like a "clear bell in the morning." A clear, well-articulated vision can be a great motivator of people who will rally to the cause.

Working towards realizing a vision is something that can consume you. Oswald Chambers says we are to *"transact business along the line of the heavenly vision no matter what the cost."* Habbakuk records, *"Record the vision, inscribe it on tablets that the one who reads may run."* (Hab. 2:2)

You can often talk someone into changing goals, but not vision. Having a written statement of vision will help others to understand the bottom-line of what is to be achieved. It answers questions others may have regarding the foundational purpose and focus of your organization and efforts.

Any and every national initiative should be led by vision. In Proverbs it is stated, *"Where there is no vision, the people perish."* Prov. 29:18a (Some versions say instead of *"perish", "are in disarray" or in other words, "confusion reigns.")*

Information needed: *God's Word (which expresses God's will) as it applies to the Great Commission to "go--make disciples of all nations."*

Drafting a Vision Statement requires little if any specific harvest field or harvest force data. It requires having a clear understanding and picture of the general conditions of mankind, or a people, or a country or city. But more than that, it requires having spent time with the Lord in prayer and in His Word such that you have the assurance it is a "heavenly vision" and not something that just seems a good direction to go at the time.

Statement of Purpose

Of near equal importance to the *Statement of Vision* is the *Statement of Purpose*. The purpose statement helps answer the question "why" you will be doing what you will be doing. It sets forth what you "purpose" to do in realizing the vision. You are doing what you are doing so that there will be some specific result. (The purposes in scripture are often found in the phrase(s) that follow, "so that.")

Many purpose statement's are so broad they are not very valuable as a guidance or mobilizing tool. "Help win the world for Christ," while a very worthy purpose, does not provide any helpful distinctive relating to the role of the organization. It can be useful if amended by stating, "....*through* a.....b.....c.....etc.

Information needed: *God's Word--as it sets forth what needs to take place and what conditions need to exist in order to see the Great Commission task accomplished.*

Drafting a Purpose Statement like the Vision Statement requires little if any specific harvest field or harvest force data. It requires having a clear understanding and picture of the general conditions of mankind, people, country, or city.

II. Establish reasonable and faithful measurable goals

Goal-setting is one of the more crucial elements of the management process. Nothing focuses efforts like setting a goal. Goals can be effective motivation, planning and mobilization tools especially when they are measurable. When it is our goal to achieve something specific and measurable in a specified amount of time we begin focusing on the implications for planning, methods, resources, and evaluation. Goals should be output-based, not just input-based. More objective than subjective. Result-oriented rather than activity-oriented.

Our goals should always be in harmony with God's expressed will. When our will aligns with God's will we can expect Him to *guide and provide*. Worthwhile goals will also be based upon a realistic and accurate picture of ourselves (*harvest force*) and our context (*harvest field*).

Goals can be both good motivation and mobilization tools. One key to success is having common goal ownership. This will require putting the goals into a

Goals (continued)

communicable format and then presenting them to the right people at the right time in the right manner.

Our expressed goals tell others *partnering* in discipling the nation where we are focusing our energies and resources. Well expressed goals are a vital element in recruiting personnel and mobilizing resources. Persons considering working with your team or organization can see specifically where you are headed, and what you plan to do and can determine whether or not they see a role for themselves.

Needed goals:

1. We need to set both short and long-range goals. Long-range goals established in line with the vision and achieving the general objectives, help keep us from drifting off course. They form the basis for long-range planning. Short-range goals provide the immediate guidance and context for drafting short-range plans, and provide the basis for evaluating the effectiveness of our plans, methods and progress.

2. Goals need to be reasonable and realistic. You have probably seen goals you knew were impossible to attain. Too lofty goals can be a discouragement and turn people away because they are seemingly unattainable. Reasonable goals take into consideration past performance and current realities. Organizations setting goals for new churches and/or new believers need to consider both, internal and external factors. Just as a field marshall or battle commander must have a realistic picture of his own forces and supply lines, and an accurate, up-to-date picture of the enemy forces and the terrain, so must the leaders and strategists in the Lords' army have a realistic picture of both *internal* and *external* realities.

3. Goals must be faithful. Goals that are not based upon a measure of faith will not provide proper guidance and will most usually result in efforts falling short of potential. Our Lord has made it clear we are to "*make disciples of every nation (ta ethne)*." We are to "*go to the ends of the earth*," to "*every tribe, tongue, people and nation*," and "*preach the Gospel to every creature*." He desires all to experience His love, care, truth and power.

   Remember, *"The mind of man plans his way, but the Lord directs his steps."* (Prov. 16:9)

4. There are three essential steps in setting church growth goals: 1) Emphasizing evangelism and church-planting, 2) charting past growth, and 3) making projections.

Information Needed: *Goal-setting requires obtaining needed facts. Enough information is needed to help you form reasonable, realistic and faithful goals. Too much or too little data can be counter-productive. ("What a shame, yes how stupid, to decide before knowing the facts."* Prov. 18:13 Living Bible)

Prepare an overview of the harvest field including description and status of the demographic, socio-cultural, economic, religious, ethnic and political conditions.

Obtain/prepare a current description and status of harvest force including available resources. Example: number and location of congregations; number and distribution of workers; current budget; etc..

Prepare a picture of past and recent growth of congregations and active members, especially for the past 10 years (the "diagnostic period"). Include rates of growth, and graphs of growth and other analysis that will aid in formulating the goals.

III. Formulate relevant strategies

When an organization is developing a strategy for evangelizing and/or "churching" an area or city, local and national contextual factors need to be taken into account. Of course, institutional (harvest force) factors must also be considered.

Plans and strategies can become too subjective. This is the natural result of having a strong determination and clear picture of what you want to accomplish. It is also the natural result of being activity rather than result oriented. This needs to be balanced with pertinent information regarding the target area and its society(ies), and well expressed goals that focus on *output* not just *input*.

Strategy (continued)

Each area and city has a distinct "personality," impacted by ethnic, social, cultural, economic, political and religious factors. Each area and city also has its own *growth potential* and growth curve. (See page 3-5 of this manual.) Likewise, each organization has its own distinct personality, impacted by its leadership, vision, philosophy of ministry, purpose and goals, doctrinal beliefs, style of worship, training, methods, etc.. All of these factor into strategy development.

Insights need to be gained into the responsiveness and resistiveness to the Gospel, and how ingrained they may be. Persecution of converts and/or the Christian workers will impact these factors.

"Saturation church planting" is a strategy for the "discipling" of a nation, city or area. It has a goal of seeing a congregation of believers within practical and cultural distance of every class and kind of person. A wide ariety of methods will need to be employed--by a broad spectrum of the Body of Christ--for reaching a broad spectrum of society--in order to build a Body balanced in its make-up, functions and maturity.

Achieving this will most often take the cooperative effort of a variety of organizations and ministries. Each organization will do well to make themselves aware of what others are planning and doing. Usually there will be opportunities for cooperation and partnering with others. You want to consider this when you are developing your strategy.

The success of an operation in a battle depends highly upon the intelligence information available and its reliability. What is the enemy thinking?....planning? What and where are his strengths and weaknesses? What will the weather be like? What are the allies strengths and readiness? What will the terrain be like? What kind of people will they meet along the way? Will they be friend or foe? And so on.

Information needed: *In this section much of the information needed is contained in the "warp and woof" of the foregoing narrative.*

IV. Draft do-able short and long-range plans

Many a vision has gone unrealized, and many goals never attained, because of lack of good planning.
A well thought-out and laid-out plan has many virtues and uses. It not only serves in how to do the ministry, but is also a good recruiting tool for personnel, equipment and finances.

Both short and long-range plans are needed. We need short-range plans for day-to-day guidance and long-range plans to keep from getting off course. They form the basis for: a) how we will make our preparations, b) how we'll do the ministry, and c) how it will be evaluated.

Plans should include mobilization and allocation of resources of personnel, finances (budget), materials, time (schedules), facilities and equipment--where applicable.

Example: If training of personnel is needed, then this should be included in the plan, outlining how it will be accomplished, including who will do the training, where the training will take place (venue and facilities), how it will be funded, how the trainees will be selected/recruited, etc.

Good use can be made of a planning sheet (ex: Ghant chart type) having project milestone schedules across the top, and places on the bottom half of the chart for showing the corresponding loading of needed resources, such as personnel, budget, materials, equipment, facilities, etc.. (See Appendix "G")

Information needed: *Planning should be underwritten by having as much pertinent data about the harvest field* and harvest force as is practicable. *Proverbs 18:13 in the Living Bible states, "What a shame, yes how stupid, to decide before knowing the facts."*

a. (short-range plans) Current status and conditions for both the harvest force and harvest field.

b. (long-range plans) Projected status and conditions for the plan time-frame. Take into consideration what you expect to accomplish in the term of your short-range plans. Estimate what factors and conditions may be different, e.g. economics, political conditions, etc.

V. Select and implement effective methods

Implementing the vision, realizing our purposes and goals, putting arms and legs to our strategies, and facilitating our plans will in most cases require a variety of methods. We employ methods to actually accomplish something, no matter what that something is. The distinctive of a method is how it is carried forth. This can apply to prayer, evangelism, church-planting, charitable work, training, and so on.

Just as the number, kind and type of methods vary, so do the contexts in which they will be applied. Often a mistake is made in trying to use exactly the same method in a different context, and it just doesn't seem to produce the same results as before. This often ends up with the statement, "It might work there, but it won't work here." Transferability and reproducibility need to focus more on *function* than *form*--especially in church-planting.

It is important to understand the basic principles that are operative when a method is successful. A mistake often made is in not distinguishing adequately between *form* and *function*. The form a method takes must be appropriate for its context (target people and area). Research should make a sharp distinction between reproducible patterns of growth and those which cannot be duplicated. Building expensive church buildings is a method that is not reproducible in most countries.

A similar function may be accomplished by a variety of *forms* or *methods* which need to be selected with a clear understanding of the target context.

In way of illustration let's consider small group Bible studies. (I like to call them "share, care, bear and prayer" groups) Sometimes these are held in homes--sometimes in public or neutral places--sometimes in church buildings. There are several reasons small groups often form a very healthy "growing edge" for the Church. Most of them have to do with meeting "felt" needs. Some of them are: informal--less threatening atmosphere, personal sharing and support, easier to make friends, seekers and new believers see tangible and practical Christianity--being lived out by people such as themselves--and several other factors.

Although the groups may take several forms, their primary function is to provide a setting and atmosphere where both felt and real needs can be met. (Of course, the real need of a person cannot be met outside of Jesus Christ, so ultimately He needs to take center-place of all such groups.)

Information Needed: *Research should be carried out in order to find the ways which God is currently blessing the liberation of captives, the recovery of sight to the blind, and the acceptance of the good news by the poor.*

Review fast growing groups and their plans. Determine factors of growth. Where are they growing. Among whom. Identify ministry distinctives and principles involved.

Obtain an up-to-date picture of both, the harvest force and harvest field. Good contextual data can provide insights into responsive areas. It will also identify social and cultural conditions that will impact what methods should be employed.

Good harvest force data will provide you a picture of the distribution and status of the churches and parachurch ministries.

VI. Mobilize and allocate needed resources

The mobilization of resources is often the pacing factor in launching a strategy or project. One should count the cost before he gets involved in building. Luke 14:28. A clear picture of the required "manpower, money and materials" should be outlined in the planning documents. This should include manpower loading, budgets, and lists of materials and equipment. This information is needed for *mobilizing* the resources.

Many good plans fail or fall short due to lack of resources. As mentioned previously, a well laid out plan is a good resource recruiting tool. Diligent stewards want to be assured their resources and gifts will be utilized in an effective way that will make a difference. They will want information regarding the country and people their resources will benefit. They will want to know how they can tell whether or not the objectives were reached, and if not, why not.

Mobilizing and/or recruiting resources ties in closely with common goal ownership. If you can get people to own, or at least be sympathetic to your goals, they are likely to help support reaching them. A well laid out plan reflecting the needed resources is a good resource recruiting tool.

Resources (continued)

Each strategy and each goal set has implications for needed resources. Saturation church planting carried out in any context will require some level of trained personnel, finances, equipment and materials. The amount and sophistication of the resource will vary from country to country, place to place, and ministry to ministry.

Allocation of resources must be made in terms of the needs/requirements expressed in the planning documents. They must also be allocated based upon up-to-date information relating to the current status and conditions.

A good manager will anticipate needed resources in the planning stages, and will set up check points for evaluation as the project progresses. He will also have at his fingertips appropriate information regarding the distribution and effectiveness of the resources, whether it be personnel, finances, materials, equipment or facilities.

Good resource mobilization and allocation requires planning ahead, fore-casting what the needs will be in the future. Often a program fails mid-stream because budgets, or recruiting, or training covered only the first year or two of the program or project. The program/project sells well, gets off to a good start, and starts to bog down due to falling off, or lack of resources. Administrations change and if the requirements for resources are not clearly spelled out there is likely to be a shift of emphasis, or just lack of intent and knowledge needed to "bridge the gap" and keep the program on course.

Allocation of resources need to be made and adjusted with a good information base at hand. Criteria and a measurement process needs to be set up so effectiveness can be determined, and anomalies detected.

Information Needed: *Description, distribution and status of the target area harvest force and harvest field.*

Planning document/worksheet showing projects/ activities, resource requirements/loading over time. Estimate of manpower, finances, materials, and equipment.

VII. Perform periodic evaluation of progress, effectiveness and direction.

Periodic evaluation of progress and effectiveness is essential for determining progress towards the goals, whether or not the project is on course, and if there has been wise allocation and use of resources. Clearly stated criteria and measurement procedures, including frequency, should be prepared at the beginning.

The validity and timeliness of the evaluation will depend largely upon the type and availability of the data needed in order to make the evaluations. As the result of the evaluation you may find changes need to be made or corrective action taken, e.g. adjustments in schedules, re-allocation of resources, changes in methods, budget adjustments or overhaul, etc.

Milestone and flow charts can help to identify which measurement should be made at what intervals. These tools can help determine the impact when one part of the project does not meet schedule or goals.

You will also need to evaluate your goals to see if they were reasonable and realistic. Adjustments may need to be made. This is ok. Seldom can we anticipate all of the eventualities.

Evaluation can only be as good as the information used in making the evaluation. The decision should be made early in the planning stages what monitoring and measurements will be needed. This is to assure the information will be gathered/prepared/available when needed. If growth rates of new members or attendance will be an evaluation criteria, then the churches need to be keeping these statistics on a regular basis so the data will be there when the time comes that it is needed. This is a major problem worldwide at this time.

We need to be more diligent in this area. Not because we believe in "numerolitry" but in order to measure the status and dynamic of the Church, to help determine whether or not we're growing or not growing, where and why.

Information Needed: *Harvest force and harvest field information needed to determine status towards reaching the expressed goals.*

Evaluation (continued)

Data over time (preferably for the past 10 years) that will enable trend analysis, and making of projections. This applies especially to congregations and average worship service attendance (or active members)--these are fundamental church growth measurements.

Geo-political and ethnographic data. For national initiatives, data for the province and major people group/language levels help tremendously in determining the distribution of the Church, and the least-reached areas.

Good maps depicting location of the work, congregations, major hiways, lakes and rivers. The spatial relationship and aspect of ministry revealed by using maps provides a level of intelligence and understanding not possible by other means.

SUMMARY NOTES:

1. You will need to sit down and study what information you need in order to make your plans effective. Don't only depend upon already printed information/library materials. They are usually not up-to-date or totally accurate. You need to do some "calibrating" and validating of your own. Go, or send someone to "see for yourself" so you can interpret the data you may have received from other sources. "Bump into the environment" yourself. The more accurate your information base, the more realistic your plans.

2. Try to be objective and result oriented when evaluating methodologies. Effectiveness should be evaluated in terms of results as outlined by the purposes and goals, not in terms of the activity alone. Plans and methods should be adjusted in view of the outcome or results. For instance, meeting in small groups may or may not produce the desired results. Don't focus on the method, focus on the results desired and the best way to see them achieved. What one organization does may not produce the same result for another.

THE DISCIPLE-MAKING PROCESS

Here we list 7 steps or functions involved in the process and cycle of "making disciples" (Matt28:18-20).. There may be others. If you will take time to analyze the context (area or people group) in which you will be, or are already ministering for each of these steps/functions it should increase your effectiveness and probability of success.

1. ***Penetration***--------- of society with the Gospel.
2. ***Contextualization***--of the Gospel, making it relevant to the target audience.
3. ***Persuasion***---------- of the individual or group to become followers of Jesus Christ.
4. ***Conversion***----------from darkness to salvation and Light.
5. ***Incorporation***-------into the fellowship of believers.
6. ***Maturation***----------in the Biblical Christian life.
7. ***Multiplication***------ reproducing new believers.

INTRODUCTION

One or more steps in the disciple-making process applies to every individual on earth. The Gospel needs to penetrate to those that have never heard, or have no concept of a Supreme Being. Those that are born again believers and maturing in their Christian walk need to multiply to prevent Christianity from dying out in their home, neighborhood, nation and generation.

There is a wide variance among individuals and segments of society as to where they relate to the disciple-making process. The process is a continuum and people move from one step in the process to another. Some very rapidly, some slowly. A broad array of social, cultural and religious factors have bearing on the speed of progress and level of understanding and commitment.

The better we understand where people are socially, culturally, mentally and religiously, the more effective we can become in helping them in the process. An up-to-date understanding of local and national contextual factors will certainly aid the cause. Ultimately we will need to survey/analyze each local neighborhood. Personal evangelism then goes "the last mile."

Mass evangelism helps reap those "ready for harvest" who for one reason or another have been brought to the point of need. God allows for the continal "stirring of the pot" of humanity such that these needs will surface from time to time. The messages of some evangelists seem to minister to those no matter where they are in the process.

There is still some element of the flesh in all of us that still needs to go to the cross. Preserving the harvest, of course, is often the greater challenge.

There is certain information you need to effectively evangelize or "church" a people. There may be another set of data needed to effectively bring them into group fellowship, or into an existing congregation of believers. And yet another to nurture them in the Christian life, and see them become "reproducers."

For instance, in the Philippines knowing who made up the Jeepney (taxi) driver force was helpful in presenting the Gospel to them, and to get them to gather to hear the Gospel presented in appropriate "clothing." However, after many had become believers, they did not necessarily want to attend 'Jeepney driver churches.' There were other socio-cultural/family factors that made a stronger influence on where they would worship, or gather for Christian fellowship than their Jeepney "fraternity."

Small Group Bible Studies

One of the most productive and healthiest "growing edges" for the Church is *small group Bible studies* when properly structured and implemented. These studies, carried forth on "neutral ground" can be effective in nearly every aspect of the disciple-making process.

INTRODUCTION (Continued)

The small group bible study (SGBS) can be an effective tool for evangelism, church-planting and nurture. And here we are talking about both," evangelistic" study groups, made up of mostly non-believers, and "nurture" study groups, primarily for believers. Fundamentally, meeting in small groups affords a non-threatening atmosphere, and properly led become effective "share, care, prayer and bear" groups. The key, and many fail here, is to make the Bible, the Word of God, the center focus.

The reason Small Group Bible Studies (SGBS) are mentioned here is because they can, and often do provide the setting for every step of the disciple-making process.

The Gospel can ***penetrate*** nearly every segment of society thru them. They are an excellent ***contextualization*** tool when social and cultural realities are observed. Many a believer was first ***persuaded*** to consider and later follow Jesus Christ in or the result of a small group where they saw that Christianity was something they wanted and needed.

Hundreds of thousands have made their ***conversion*** step of faith in a small group study. They were already being ***incorporated*** into the Body of believers just being part of the group. These Bible study groups can also play a significant role in the ***maturation*** of the believer as they study God's Word in the context of other believers with their different lifestyles, perspectives and experiences. And evangelistic small group studies are often the most effective setting for new and old believers to reproduce and ***multiply*** themselves.

Carrying forth effective SGBS's requires careful analysis of society. There are many other good and effective methods for effectively carrying forth each step of the process. As we look at each step you will be given some possibilities, but you will need to go much deeper in your investigation and analysis.

PENETRATION

In order for people to put their faith in Jesus Christ as their Lord and Saviour, they must be exposed to the living Word of God. Whether they <u>come</u> to the Gospel, or the Gospel <u>goes</u> to them, either way, they must come to a level of understanding that will result in them putting their faith in the living Christ. The Gospel must be taken to society, either in and through believer's word and actions, or the spoken and/or written Word.

The global society is made up of a broad spectrum of beliefs, world views, languages, cultures, customs, ethnicity's, and social groupings. Yet it is not the Lord's desire "for any to perish, but for all to come to repentance." (2 Peter 3:9) But how can individuals in the world experience enough of the love, care, truth and/or power of Jesus Christ to put their faith in Him? The Truth, in one form or another, must enter/penetrate society, and the individual's heart.

We know this is not left up to us, and us alone. God has given us His Word and the Holy Spirit to guide and enable us. Jesus said, "All authority has been given to me in heaven and on earth...Go, therefore (literally, "as you are going") make disciples of all nations (gr. ta ethne, or more popularly "people groups")...and lo, I am with you always...." (Matt. 28:19,20)

How can we accomplish this? What will work and what won't? When is the best time to reach them? How should we go about it? When are they responsive or resistant to the Gospel? Why? How can we tell? How can we effectively communicate the Good News to a lost and dying world?

These are all questions that have a variety of answers depending upon the society, and other circumstances. Careful study of each situation is needed to determine how best to penetrate each segment of humanity with the living Word. This must be done in a way that is relevant to the target audience.

We've already mentioned that one of the most effective ways you can penetrate various segments of society is through *small group evangelistic Bible studies* (SGBS). These informal gatherings attended by non-believers (with one of more believers) present a non-threatening atmosphere. We sometimes refer to them as "share, care, bear, and prayer" groups, as hopefully this is what they are. When you are in the planning stages for starting small group studies, you will need to find answers to the following questions:

PENETRATION (continued)

A. What type of meeting place will be best, based upon the customs and socio-cultural distinctives of the people? Home? Restaurant? Park? Etc..
B. Who are the best candidates for leading these studies, and what training is needed?
C. Who will, and will not meet with whom? How should they be structured socio-culturally?
D. What kind of events will people attend where we can get them interested in Bible study fellowships"?

And I'm sure you can think of many more similar questions.

There are many ways to penetrate society with the Gospel. This is something our Lord desires for His Body to do. Do not hesitate to talk to Him about it often. He has promised the wisdom and the resources. Once we really make it our determination and are sensitive to the lives and beliefs of our target audience, and realize we can't fulfill our Lord's mandates by ourselves nor without true love, then with the right information on hand, we have a good formula for success.

And one more very important reality is, the enemy of our soul will try to thwart every effort we make in order to keep the people captive. We must continually rebuke Him in Jesus' name, and realize that we can invoke our Lord's power in bringing down Satan's strongholds. Many an effort has been unfruitful because the enemy was underestimated. It truly is spiritual warfare.

CONTEXTUALIZATION

Effective communication requires some special knowledge about the target audience. In order for the audience to consider the Gospel relevant to them, the provocative and life-changing truths of our Lord and God Jesus Christ must be communicated in terms they can comprehend and internalize.

An analogy would be the mixing of the messages in the four Gospels (Matthew, Mark, Luke and John) with the Epistles. The four Gospels lay down the fundamental and absolute truths of God from the Lord Himself, with much of the teaching focused on the Twelve. They contain the theological foundation stones of our faith. The Epistles are more "cultural" in that the basic truths are interpreted and applied in a wide variety of circumstances, and much of the content of the epistles relates directly to the customs of the day. Good "contextualization" requires some *specific knowledge* of the "context", plus effective presentation.

Often (very often) the seeming resistance to the Gospel is more cultural than theological. You need to have a good understanding of the target audience's world view and the social/cultural and religious distinctives of a people (or people group) in order to communicate the Good News effectively.

The following are some sample questions of the type of information you will need in order to effectively contextualize/communicate the Gospel:

A. What are these peoples' religious beliefs? Do they believe in a supreme being? What is their belief regarding sin, and sacrifice?
B. What socio-economic level(s) are there? Do the different levels have any social or religious life in common?
C. Who will these people marry and not marry? Where do their children go to school? Is this a matriarchal or patriarchal society? Are most decisions made by the individual or in a group setting?
D. What are these people aspiring to--where are they going? What do they want to be? What is their trade language? Their "heart" language/mother tongue?

Perhaps this will give you some ideas. There are many books written on analyzing cultures. One good tool to help in this area is the 6 and/or 8 page People Profile template developed by Global Mapping and LIGHT International. This template can also serve as a survey form for obtaining social, religious, cultural, economic and political distinctives data.

PERSUASION

In addition to being obedient to the Biblical declaration, "Therefore knowing the fear of God we *persuade* men..." (2 Cor. 5:11), we also need to have enough understanding of the people themselves to affect this persuasion.

PERSUASION (continued)

If you've been involved in very much personal evangelism then you are probably familiar with some of the challenges and difficulties here. A person may be headed in a completely different direction in their life, and need to be persuaded that Christianity is a better alternative than their current life.

Here, as with *contextualizing*, some specific knowledge is needed regarding the person's/people group's world view and religious beliefs. You will also need to have a good understanding of their socio-cultural distinctives and customs.

You may think you are persuading them to make a particular decision, or sets of decisions, and they, due to their culture or society may have a very different understanding of what you mean or intend.

Most people don't live in close enough contact with Evangelical Christians to get a realistic picture or understanding of what makes up authentic Christianity. Here again getting them into small groups can be a very effective method for them to increase their exposure and understanding of Christianity while participating in a non-threatening situation. This can be one of the most effective methods for persuading the non-believer to accept the claims and redemption of Christ.

In order to plan an effective strategy of persuasion, one should be armed with information regarding their culture, customs, religious beliefs, prior Christian exposure, and family situation. The information needed to help persuade someone to turn towards Christ is similar to that needed on through the conversion process and includes:

A. What would they face persecution-wise if they became Christian? By whom?
B. How materialistic is their culture? Atheistic? Secular?
C. Circumstances that increase responsiveness, e.g. being insecure (a move, or loss of parent), peer pressure, hopeless (perhaps due to some political or physical situation).
D. Attitude towards their own religion.
E. How they can be exposed to the message and life of Christ.
F. How they interpret Christianity through the lives of Christians. Will they participate in a small group Bible study?

CONVERSION

The *conversion* process involves a decision past just being *persuaded* that a person has decided that Christianity is a viable alternative for them. A person is not considered converted until they change their allegiance from their old life, and actually accept Jesus Christ as their saviour and Lord, and trust their life into His care and promise.

Many people who are persuaded that Christianity might be the best life for them, may never make the final important decision, and go through life believing they are saved from Hell.

The knowledge one needs of a person to effectively assist them in making a decision to trust Jesus Christ includes:

A. Their exposure to the Gospel.
B. How decisions are made in their cutlure--group or individually? How strong an influence do their friends and teachers have?
C. Knowing where they are in the whole decision process--from not having any concept of a supreme being, to being ready to accept Christ.
D. What will happen to them if they make a decision for Christ persecution- wise?
E. How involved their culture is in materialism, secularism, New Age, etc.?

Although it is often difficult to know the exact point and time of conversion, the message of grace and making the step of abandoning one's self to Jesus Christ requires some important prerequisites regarding their understanding of the Gospel It is the responsibility of the Christian to make this as clear and straightforward as possible. This takes some basic knowledge regarding the prospects socio-cultural and religious heritage and experience. And no man can accept Christ unless he acknowledges a need. Determine what the felt needs are.

INCORPORATION

Every believer and child of God should be able to enjoy the riches of fellowshipping with other believers. In fact, it's more than joyous, it's essential for their health and growth. Once they have experienced the miracle of the new birth, the new Christian needs to become a functioning part of the Body of Christ, the Church. This is by no means automatic.

Often when people first accept Christ they will begin attending a church, and hopefully, will be invited to meet with a small fellowship group. Here again, small group Bible studies can and will play a crucial role. They can provide the "share, care, bearing (one another's burdens), prayer" experience needed by all, but especially new converts. Often times in the corporate Church setting one can still feel alone, and not really be exposed to many of the wonderful dividends that fellowshipping with other Christians one-on-one provides. Often lifelong friendships are established in these small group studies.

We should note that the AD2000 & Beyond Movement has one strategy network entitled, "Saturation Evangelism and Small Group Leadership Development Network, and one of their several goals is, *"...to train the leaders who will be needed for millions of small groups of new converts. Many of these groups will become new churches....."*

Determine what provision has been made by the denomination/church for getting new converts into small group Bible studies. Determine the "fallout" rate of new attenders.

MATURATION

After a person accepts Jesus Christ as their Lord and Savior, they launch into the growing and maturing process. There are many aspects of maturity--spiritual, emotional, physical, social and mental. The whole life process is designed to be a crucible for our learning and maturing. The circumstances of life are designed to show us who we are relying upon----everything coming from the Lord, or everything coming from ourselves.

As valuable and needy as it is to be in a fellowship with other believers, this does not guarantee maturity. There are a lot of factors that go into the development of faith and love, mercy and grace, humility, patience and perseverance. Helping someone or group move to maturity requires knowledge of the society in which they have been a part.

Someone might think once a person becomes a believer that he or she will grow strong naturally. Most of us certainly know better. We know in our own lives we are constantly struggling with habits, idiosyncrasies and circumstances that keep us from constantly and continually growing and enjoying the victorious Christian life.

Often times there are things in our psyche, society or culture that, left unchecked, will inhibit our growth. There are also many resources for helping a person to grow in their Christian walk.

Determine what education and training opportunities are furnished by the denomination/church. Determine the religious and cultural background of the believers.

Determine the availability of small group Bible studies. What provisions are made for discipleship training?

MULTIPLICATION

Completing the task requires the multiplication of believers. Simple addition will not suffice. Millions of those who would accept Christ will never get an opportunity if the reproduction process is not one of multiplication.

Healthy Christians reproduce, or at least are strategically and meaningfully involved in the evangelism and reproduction processes--to help people along the way to a saving knowledge of Jesus Christ. If each believer on the face of the earth were to win a person to Jesus Christ every other year, the world could be discipled in less than one lifetime (70 years).

Determine if training soul-winners is part of the denomination or church's curriculum and activity. Are they training small group Bible study leaders?

What is the budget for evangelism? Determine if the denomination has goals for new churches and new believers.

Chapter 7

DATA AND ANALYSIS

INTRODUCTION

The basic focus of this manual is on principles and purposes relating to the strategic role of information in the discipling of whole nations, with a primary emphasis on saturation church planting. It is not intended to be a stand-alone document covering detailed aspects of what information is needed and how it should be analyzed.

However, I believe it is beneficial herein to outline the basic data and analysis involved in carrying forth a viable information strategy in support of a national church-planting initiative. First let's review our situation.

Over the years the Church has been involved with so many "good" things yet the task has not been completed, nor nearly so. Why? Could it be that the primary problem lies in the fact that we are continually being distracted from the focus and basic essentials of evangelization and the establishing of local fellowships or churches?

Some are not interested in objective evaluation of their activities and therefore back away from critical evaluation and analysis. However, many are vitally interested in having access to accurate, up-to-date relevant information. This is needed to make diligent use of their limited resources and to develop effective strategies in order to bring those currently lost into the circle of love, care and truth of the Lord Jesus Christ..

The national Church must take the opportunity to take a dispassionate, objective look at the context in which it finds itself and the work that has been done. The results of investigative internal and external surveys and subsequent analysis must be utilized to formulate new policies and better plans for discipling the millions.

How are we getting on with the job of reaching the unreached and establishing the Church? Who has heard and who have yet to hear? What is the identity and status of the thousands of ethnic (linguistic, social, cultural) groups in each region? Where are they located? How can they be best described? Are there indigenous growing congregations established among them? What methods have been most successful? Least successful? Why? Who would be the most likely people to reach them with the Good News? To plant churches? To follow up and pastor them?

Has the corporate Body of Christ in the nation been motivated and mobilized around common goals and cooperative efforts? Is there a person or persons that are the "keepers of the vision" and providing the catalytic encouragement and leadership needed? Is there a mechanism in place that can detect when things are going off course--growth is waning, goals are not being realized, methods are ineffective?

These and other questions must be answered and the information made available to the Church in usable form. And, like the doctor, one level of diagnosis leads to another. Sometimes it takes a specialist to really supply the insightful understanding needed.

We want to review the fundamental data needed to underwrite the needed growth diagnosis. See p.7-5. We also will take a quick look at the various categories and tools of analysis. See p.7-6. Several samples of tables, graphs and maps are included in the appendices.

BASIC DATA

Table 7-A lists basic data categories and some details relating to the data needed in guiding and evaluating national saturation church-planting initiatives. For a more complete treatment of data needed and the data gathering and management processes you should consult the National Research Mobilization Handbook by Bob Waymire, LIGHT International, 1993, and/or the DAWN Research Handbook, by Roy Wingerd, DAWN Ministries, 1992. Refer also to Chapter 3 herein.

The primary data of interest to us in the context of our discussion here is: the number of congregations,

and the average worship service attendance over a period of 10 years or more. Often attendance data is not available. In that case active baptized members data is the next most meaningful. However, many organizations carry only "members" data without identifying whether or not they are active. Often this is the only data available and must be used. This data is of questionable value, however.

Average worship service attendance (for many churches this is the Sunday morning service) is the best measure of interest in the church, and of its life. Actual membership on the roll may be helpful for a local congregation or individual denomination, but not for a country as a whole. This is because different groups have dissimilar definitions of membership and some churches could have a large non-resident membership.

Data should be gathered covering a 10-year period (often referred to in professional church growth analysis as the *"diagnostic period"*) to provide a picture of the growth history of the denomination/country/area/ people. Again, the most crucial data is number and location of congregations, and attendance (or active members or roll members).

Data should be maintained by denominations by province, districts, urban areas, and people groups. This data should be gathered for all denominations/ independent churches annually, then analyzed and published. How much data will be treated annually, semi-annually, etc., should be determined by the "national research committee" in cooperation with the national initiative strategy coordinators (ref. National Research Mobilization Handbook).

A common malady is gathering and maintaining too much data.

> *"The point is important. Much research painstakingly finds out all the facts about some congregation or denomination. This wastes much time. Most facts have little to do with the growth of the church. The skillful researcher therefor avoids gathering information which has little bearing on growth."* Donald G. McGavran

P.S. This would be a good time to carefully read Appendix "B".

The essential thing is that accurate, up-to-date data is obtained and maintained on a continuing basis. Relying upon estimates and derivations is bound to get you into trouble sooner or later. The Kingdom of Darkness thrives on this kind of activity. Go the extra mile in effort and perseverance to get the facts. And they will seldom be what you guessed or imagined.

In countries, such as Ghana, when the first factual survey of the nation was completed, Ross Campbell, who coordinated the effort exclaimed, "Nothing was the way we imagined it. We have had to change our whole strategy for 'churching' this country."

ANALYSIS

The analysis process is a powerful tool in unlocking the hidden secrets and potential of information. It is essential, however, that the information be factual, up-to-date, accurate, and pertinent to the situation. Careful treatment is required, but the fruits are rewarding.

Table 7-B lists several categories of analysis tools,

> *"This task (analysis) is more a skill, an art and spiritual exercise than gathering the information itself."* Jim Montgomery

namely: statistical, graphical, cartographical (maps), and factoral. Samples are included in the appendices and are referenced on the table.

Statistical analysis is as important in the process of understanding Church growth and non-growth as the measurements of the vital signs of a patient are to the doctor or nurse. Without the needed data it is impossible to make an accurate assessment of actual conditions, causes and effects.

A trained eye can look at a table of data containing denominational statistics for churches and active members (or attendees) and immediately make several accurate observations. A statistical table covering church and active member numbers for the past 10 years or more is of special worth.

Observation can detect good growth, poor growth, anomalies in growth (e.g. inconsistencies), and compare the relationship between the growth of churches vs

members, which provides the analyst with key information regarding growth potential.

Probably as important as anything, the statistical tables are the foundation for graphical, cartographical and factoral analysis. These tools provide a realm of intelligence and revelation not possible with table or columnar data.

The statistical table provides the basis for calculating growth rates. This is one of the most valuable and revelatory measurements for the analyst. Good growth can range from 10% average annual growth rate (AAGR) to 20%. Above 20% we would have to class as excellent growth, especially if it were maintained over a several year span. In many countries, especially the West, few denominations are growing at 10%, with many below 5% AAGR.

POPULATION PER CHURCH RATIO

A key measurement/indicator is the "population per church ratio." This tells us how we are doing with the job of saturating the nation, area or people group with churches. When there is one Bible-believing, obedient church for every 1000 to 1500 population of a particular people, then there is a good possibility for all the people to be able to experience the love, care, truth and power of Jesus Christ.

Graphical analysis is a very vital and powerful tool. Graphs provide a dimension of understanding and intelligence not possible by any other means. This is especially true for comparison size or rates.

The line graph is especially helpful in plotting the history. It is especially helpful when setting projections for new growth. Plotting the growth history of several different denominations or groupings on one graph is often very revealing. Often this will help dispel "excuses" (usually referred to as "reasons") why it just isn't possible to grow in that area or people.

The bar graph is ideal for making size comparisons and rate comparisons, either for a group of organizations, or for a sequence of years. Growth rate comparisons for various years depicted on a "zero center" bar graph can quickly illuminate trends that are not as visible on the history line graph.

The pie graph is also helpful for size comparisons, especially when the sum total is 100%. This applies to depicting percentages, e.g. religious adherents, eccles. group proportions, etc.

Often it is a graph that will lead you to investigate anomalies, or good or poor growth because of the ready visibility they afford.

They are a good way to present the results of a survey and analysis to make the greatest impact. This is especially true for making projections and setting new growth goals. New projections for growth based upon several different growth rates can easily be seen.

Cartographical analysis is a very powerful tool that still is not being used in most places to its potential. Maps provide a spatial relationship that is not afforded in any other way. They should be a part of every national or local area survey. They also provide an excellent "execution" tool for guiding ministry.

Maps can be used for depicting various status measurements. One of the more vital is "population per church ratio" of any given area, up to the national and continental level. This is a fundamental SCP strategy measurement. Of course, there is no limit to the themes that maps can carry.

Location/distribution of congregations, people groups, physical features (e.g. hiways, railways, rivers, towns, villages, etc.) are necessary pieces of information for logistical planning and strategy development. Maps depicting distressed areas, church locations, service organization buildings (clinics, rescue missions, food centers, etc.) in cities can increase scope and effectiveness of ministry.

Now days computerized mapping is becoming widely used and affordable. Global Mapping (GMI) located in Colorado Springs, Colorado, USA can provide both, software and training, plus some map products. Maps to the province level will soon be available for the entire world. GMI will soon release a version containing accurate locations of cities, major rivers and lakes and major hiways for every country.

The Atlas AGIS system (for DOS or Windows) is a powerful analysis tool, having a built in relational database. This is available from GMI at a very nominal cost.

Factoral analysis in the context of this manual pertains primarily to ascertaining the factors of growth and non-growth of the Church in a nation or people. Statistical, graphical and cartographical analysis all play their parts in helping to lead the way to these factors.

The factors can be national and/or local, contextual (harvest field) and/or institutional (harvest force), external and/or internal to the denomination or Church. Because all these have potential influence on church growth, certain basic data needs to be gathered in order to understand the context and the basic Church description and status. Once the factoral analysis gets under way then further investigation will probably be needed.

Of particular interest is in knowing the factors of growth of fast-growing groups and/or churches. Often some organizations may be experiencing good growth while others may find growth slow or impossible. Case studies of good growth, where the factors/causes are pinpointed and well described will be helpful.

The case-studies should be kept as objective as possible, letting the facts speak for themselves. Judgmental observations by the analyst seldom produce anything positive, and will usually cause loss of credibility.

This brings up a point of **presentation**. There are some basic rules of presentation that bear following. This applies especially to interdenominational gatherings where the growth picture of one or several denominations is being presented:

a. Present the positive growth data or picture, and the factors of growth first.
b. Even though for very poor growth you know the factors/reasons, do not directly state this as it may come across as embarrassing to the group or individual, and more as opinion than fact.

   Rather, identify another group that is growing well under the same circumstances and emphasize the factors. In this way those not growing will hopefully make the discovery of some things to correct their slow growth. It's best to accentuate the positive, not the negative.

c. The person carrying forth the survey should not be the primary presenter, but if in attendance at the gathering be a "resource person." The person making the presentation needs to be identified with the audience as being non-partial to the data. In the case of a national initiative it could be the project coordinator.

   If some discrepancy arises throwing suspicion on the data, and the presenter is the one who gathered and/or analyzed it, not only can he lose credibility, but the whole project may lose credibility. This would be most unfortunate. I have seen this happen and it is hard to recoup the loss.

   However, if the presenter is neutral in this regard then he can become part of the corrective action/solution without losing credibility. When questions arise, the presenter should let the surveyor or analyst respond, and be careful not to try to answer if he or she is unsure.

d. Use graphics as much as possible. Not only are these good communication tools, but they can be more easily remembered. Additionally, others can use them effectively to reproduce a portion of the presentation to their own group or audience.

These are just a few thoughts on presentation that myself and others have learned the hard way.

Now let's turn our attention to the tables on the next two pages. These tables ("**Basic Data** 7-A" & "**The Analysis Picture** 7-B") as previously mentioned are to help provide fundamental tools and ideas pertinent to carrying forth a DAWN-type saturation church planting strategy in a nation. There is a column noting reference where either illustrations/samples can be found, or where other supportive material can be found.

It would probably be advantageous if you were to take a few minutes to familiarize yourself with the content of these tables for future reference.

And if you haven't already done so, read Appendix "B." The insights and helps are too valuable to miss.

BASIC DATA

The following table contains the basic data needed to support a national church growth initiative. This certainly is not an exhaustive listing, but it does list the essential data variables needed to identify how and where the Church is growing. This data is needed to support growth analysis leading to the determination of factors of growth and non-growth. The contents of this table is designed to provide the accurate, up-to-date information needed to form the basis for evaluation of effectiveness and status. Without this data and the following analysis the Church will expend its energies and resources in many good deeds, leave many harvest fields untouched, and return empty handed out of others. The data doesn't guarantee success, but you can't get there without it. Data for the following should be maintained for the past 10 year period.

Function	Description	Ref.
National Contextual Data:	Demographic data, political/gov't, economics, religions, social and cultural distinctives, etc.	1,2 below
National Institutional Data:	Denomination/parachurch directory, national plans/ strategies, national associations, etc.	"
Local Contextual Data:	Local demographics, government attitude towards Christianity, religions, economics, etc.	"
Local Institutional Data:	Local denominations, ministries, who's working among whom, unchurched areas and people groups, activities	"
Congregations:	Number/location of "organized" and "unorganized" centers of worship (high priority data)	"
Attendance:	Average Worship Service Attendance (high priority data)	"
Members:	Number of active baptized members; Roll members	"
Outreaches:	Number of preaching points, evangelistic outreach points/stations	"
Baptisms:	Number of baptisms (not include infant baptisms)	"
Small Group Bible Studies:	1) evangelistic-incl. non-Xns; 2) nurture-for Christians	"
People Groups:	Language and major socio-cultural groups; size, status of scriptures, congregations, attendees, etc.	"
Villages:	Listing by province and district; villages w/out congregations	"
Towns:	Listing by province and district; towns with no congregations	"
Cities:	Cities over 20,000 list; cities with no evang.. churches	"
Provinces:	Listing with population; area sq km	"
Pastors/Workers:	Number ordained, licensed and lay pastors; full-timeworkers.	"

1. National Research Mobilization Handbook, chapter "Information Needed" (Bob Waymire, LIGHT International, 1993/1994)
2. DAWN Research Handbook, pp.31-37 (Roy Wingerd, DAWN Ministries, 1992)

THE ANALYSIS PICTURE

The following table contains the ingredients for clearly "visualizing the task." One of the greatest challenges we face is the ability to communicate clearly and effectively. The contents of this table, when reflecting and/or based upon accurate, up-to-date information can form the basis for: effective evaluation, plan and strategy development, motivation, training, mobilization and allocation of resources, and tell why and where the Church is and is not growing. With this picture the Kingdom of Light has great advantage over the Kingdom of Darkness. Upated regularly and applied properly this data picture can move us quickly towards saturating all of the societies with congregations of believers, and towards completing the Great Commission task.

Function	Description	Ref.
Demographic Data Tables:	Population, pop growth rate, area, vital statistics	App."C"
Denomination Data Tables:	Congregations/members/attendance/adherants/pastors, small groups; 5 yr intervals (25-50 yrs); 1yr interv.(10 yrs)	App."C" & "F-2"
Province Data Tables:	Pop, area, congregations, members, vill.nbr, vill.no church, pop per ch, ave.ch.size, %xn, % Evang'l.	App."C" & "F-1"
Ethno-Group Tables:	Ppl groups, language,pop,transl. status, relig, congreg, members, workamong, pastors, % Christian.	App."C" & "F-3,-4,-5"
Growth History Graphs:	Congregations & members-long term (from beginning in country), and past 10 years.	App "D"
Growth Rate Graphs:	Bar graph and/or semi-logarithm graph depicting growth rate for congs, members, attendees and adher.	App."D"
Size Comparison Graphs:	Denominations by congregations and/or members	App."D"
Ecclesiastical Group Graphs:	Denominational groupings by ecclesiastic tradition-pie graphs.	App."D"
Province Maps:	Percent Christian, number of believers, pop per cong, ethnic group locations/status.	App."E"
Urban Zone Maps:	Percent Christian, Number of believers, pop per cong, ethnic group locations/status.	App."E"
Un-churched Areas Maps:	Areas depicting where there are no (or few) churches.	App."E"
Factors of Growth:	"Internal" and "external" factors. Methods, responsiveness, goals/plans, training, resource mobilization, etc.	
Factors of Non-Growth:	"Internal" and "external" factors.	
Case Studies:	Successful methods/growth, special interest	
Projections:	New congregations & believers; 5,10,15,25 years.	
The Prophetic Message:	What God and the information is saying.	

"...church growth research can be boiled down to the simple need to know and understand how the Spirit is blowing over both the society and the Church in order to enhance our effectiveness in regard to our evangelistic mandate. From this understanding we can then get a more accurate picture of what the Spirit would want to accomplish through his Church in the succeeding months and years." Jim Montgomery, DAWN 2000: 7 Million Churches To Go.

INFORMATION'S INHERENT FACTORS

Inherent within information and the research process are several factors which, when studied carefully, help us understand and realize their various roles and powerful potential. Most of the following factors are closely related. An attempt is made to clearly identify the uniqueness of each.

Accountability Factor	**Generation Factor**
Involvement Factor	**Credibility Factor**
Nehemiah Factor/Effect	**Growth Factor**
Unifying Factor	**Freedom Factor**
Warfare Factor	**Objectiveness Factor**

The Accountability Factor

The Church is accountable for acting upon the truth it knows. We can't do something about that which we do not know. When the facts/truth is known, the Church is accountable, in the light of God's word to take appropriate action.

Describing a situation in society as it actually exists is reality--fact--truth. Information precedes and breeds accountability. However, the Body of Christ needs to have the heart of Nehemiah to do the right thing for the right reason. Nehemiah's compassion for God's people, coupled with the news of their plight, moved him to take appropriate action. He was accountable to God for his response, and took the responsibility depending upon God's guidance and provision.

The Involvement Factor

Those in the "*harvest force*" directly involved in surveying the "*harvest field*" are best positioned for productive reaping. Organizations and individuals that are targeting an area or people, or are already engaged, should make it part of their plan to carry forth their own surveys and analysis of the area/people. The Church must be "*in-touch*" with its context, its environment. Those involved in the research process have purpose and opportunity for penetrating society and determining how best to contextualize the Gospel. More grass-roots fact-finding should replace much of the "arm-chair" estimating, strategizing, and hypothesizing.

Information supplied by others can be valuable, but it can only be properly interpreted and applied by those having first-hand knowledge of the situation.

The Nehemiah Factor/Effect

The *Nehemiah Factor* aligns closely with the *Accountability Factor*, which deals with the proper response to getting the right information, in the right form, into the right hands, at the right time.

The *Nehemiah Effect* includes a dimension beyond information alone. Nehemiah was a man of faith and action. He could see the wall rebuilt and God's people restored and their separation from the world again realized. He could see the wonderful celebration of their citizenship. Nehemiah was the right person to receive the information relating to the sad state of the children of Israel and Jerusalem. The cry, "*Let us rise up and build!*" (Neh.2:18) was the response to Nehemiah's effective acquisition and application of information, in close partnership with God. Nehemiah's voice became the "prophetic voice" that rallied the nation.

The Unifying Factor

We are united only when we hold things in common (Gr. koinos). We then can have fellowship (koinonia) and cooperation in carrying forth the mandates of the Great Commission. When each party involved has the same information then holding common goals can lead to very effective Body functioning with a minimal of disagreement or confusion. When the Body is functioning in agreement, in a simbiotic relationship (each member harmoniously providing what it's best equipped to do) it then has great potential in fulfilling its purpose here on earth, i.e. to glorify our Lord through its love for one another, and obediently carrying forth the mission, commissions and commandments set forth by Him.

Facts are objective, another key to unity. Much disunity is caused by mis-understandings. These misunderstandings often result from not having the same information. At other times it's a matter of perspective. However, when we are not operating from the same set of facts, then even having the same perspective does not bring the solution to the problems of confusion and misunderstanding.

The Warfare Factor

We are surrounded by an ongoing battle between the *Kingdom of Darkness (death) and* the *Kingdom of Light.* Light (truth-reality-facts) can overpower darkness, but walking in the light is a constant struggle because the powers of darkness are constantly at work propagating deception, confusion and error. We are vulnerable when decision-making is not based upon valid fact. Satan does not want the Body of Christ to be enlightened...it reveals and undermines his schemes.

Satan and his brood have established many strongholds through a wide variety of media such as religions, governments, cultures, etc.. These must be identified and the authority given the Church used to "pull them down."

It is incumbent upon the Body of Christ to obtain and maintain and accurate, up-to-date picture of itself and its context in order to disclose error and refute the confusion and lies propagated by the Prince of the Power of Darkness.

The Generation Factor

Our God-given responsibility is to "make disciples" in our generation(s). Accurate, up-to-date information facilitates this. Much published data today is outdated, statusing generations come and gone.

We often do one survey and then use this to form the basis for our strategizing and planning for years to come. But as has been said, "yesterday's truth is often today's fiction." We live in a dynamic world. Church growth is far from consistent in any clime, organization or segment of society. We cannot accurately project growth for any long period of time because of the changes constantly occurring that impact both, society and the Church. We must monitor, on a continuing basis, both, the harvest field and harvest force in our generation, to reach our generation, and establish ongoing research and information functions to serve future generations.

We would do well to set into motion those structures and functions that would serve us in this area on an ongoing basis. Without them we will never reach the potential for seeing souls saved, churches planted, or societies redeemed.

The Credibility Factor

Credibility is gained when others know you are in touch with reality, and are accurately presenting the facts. Our Christianity becomes more relevant, acceptable and powerful when we care and take enough time to "find out the facts" then accurately analyze and present them. This then provides incentive and basis for taking appropriate actions.

When a denomination sees information relating to their denomination presented accurately, in a positive manner, and in a "good light," the one(s) responsible for gathering, analyzing and/or presenting the data gains credibility in their eyes. Credibility isn't gained just by your knowing. It's others knowing that you know.

Why is credibility important to national initiatives and information strategy?
In the context of mobilizing the Body of Christ for a national saturation church planting strategy, it is crucial that there is a credible information base, and that each organizational leader (denomination, parachurch, local church, etc.) perceives it as such. The process and prerequisite for attaining this is each organization furnishing its own data which is combined with the other similarly obtained data, forming a composite, credible information base. Three or more dynamics then can occur.

First, each organizational leader, having seen their own information portrayed accurately and appropriately will have basis to assume the information furnished by the other groups was treated similarly. This then will form the basis for seeing other groups in perhaps a new light, and fostering understanding and acceptance in some cases. This then helps form the basis for cooperation and common goal ownership, while also, hopefully, reducing criticism. Second, it places the "information manager" and strategy leaders in a credible position or light. This is crucial to the success of the strategy. Third, because the information is accurate, and up-to-date, it forms a true picture of reality, of "light", of truth. In this alone the Kingdom of Darkness is dealt a blow, and does not have the advantage which it has when we are basing our decisions on erroneous or outdated information.

The Growth Factor

Our Lord has made it plain, He desires and expects His Body to grow both quantitatively and qualitatively. Accurate, up-to-date information coupled with insightful analysis provides the platform for Body growth. It tells where the Body is and isn't growing, and reveals why. It identifies least reached areas and peoples. It identifies effective and ineffective methods. It identifies areas of resistivity and responsiveness. It provides the basis for making projections for future growth, and helps facilitate seeing these projections realized. All of these information-related factors impact growth.

However having accurate, up-to-date, relevant information and insightful analysis does not guarantee growth. But you can't realize your growth potential without it.

The Freedom Factor

In Great Commission reality there are two truths...two bodies or realms of truth...that set men free. They must work together. One is the Word of God--ultimate reality. The other relates to the creation of God...mankind on the face of this earth. Even the greatest truth about God or from God has no impact unless it can be acted upon. God has called us to act, but how can we act correctly and effectively without truthful information? How can we obtain truthful information unless we get in touch with our contexts?

When the *data of the researcher* and the *message of the Lord* are distilled into a clear and understandable vision that can easily be communicated, then this will be an effective driving force that mobilizes God's people to efforts they never dreamed possible.

The Objectiveness Factor

Factual data has an inherent objectiveness. This is one of its most powerful attributes in the process of mobilizing the whole Body of Christ towards cooperation in a national initiative. In this way it is likened to the Word of God in that it brings to a halt subjective speculations and opinions.

When leaders gather to consider accurate, up-to-date, relevant information that is of common interest, they stand shoulder-to-shoulder in this consideration. Otherwise, they stand face-to-face offering their own opinions and ideas. When the information becomes the object of their consideration, this then can lead to cooperative efforts and synergy.

In many instances in our day-to-day business we would do well to have the situation documented in order to provide an objective basis for discussion. This could included purpose statements, job descriptions, goals, plans, etc..
Much confusion and strife results from not having initial agreements documented. Subjective arguments need to be replaced by objective documentation of facts and agreements.

*** CHURCH GROWTH FACTORS AND DISEASES***

1. THE LAW OF THE HARVEST (Disease: Harvest Neglect)

The Law of the Harvest says, *"win the winnable now,"* and should be a watchword for every believer. The primary reasons for resistance to accepting the saving grace of the Gospel of Jesus Christ are often of cultural origins rather than theological or religious. Sometimes determining ripe harvests does present some challenges. One shouldn't draw hasty conclusions, however. A group or area seemingly resistant, may be very responsive to a different approach, or at a different time.

In resistive areas we must keep a "*soil-testing*" and *"lighthouse"* presence. Reaping the ripe harvest, however, is a Biblical priority. (Matt: 9:37,38)

Who are the winnable? Determining the resistance or receptivity to the Gospel is a crucial element in our research. There are several classic indicators. Some are quite subtle. Are the people insecure due to some change or threat? Determine the responsive elements and the balance of evangelistic effort.

2. GROWING GOALS (Factor: A matter of will; Disease: Nearsightedness)

Virgil Gerber, a Baptist missionary who held Church Growth workshops in many countries around the world, observes, "*The church that wills to grow will grow.*" This makes sense (but in itself doesn't guarantee success). There is power in goals. There is Godly power released when our will (intent & goals) aligns with His will (intent/goals). But our goals should be backed up with some: a) measurable objectives, b) well thought out plans, c) practical and effective methods, d) wise allocations of resources of time, manpower, money and materials, and e) periodic evaluation of effectiveness against the goals and objectives.

Often an organization will set goals, make plans and allocate resources for the first year or two without giving any real thought to the next 3 to 5 years. The result is often a good showing at first but since the longer range requirements weren't established and/or agreed upon by the right decision makers, the program fades after the first or second year. Changes in administration can result in a change in goals.

Determine the growth program and goals of the organization and detect whether there are safeguards/plans and allocation of resources for beyond the first year or two. Determine if and when there will be a transition in leadership (as this can impact long range planning). Find out the policy and practice regarding periodic evaluations.

3. GROWTH POTENTIAL (Factor: Human soils)

Any given geographic or geo-political area (zone, region, county, province, etc.) can contain a wide variety of human "soils." The soil texture differences are dependent upon the ethno-socio-religio-culturo-politico mix. The nature of this mix determines the growth potential for any given crop (or in our context--church). This is analogous

GROWTH POTENTIAL (continued)

to a large farm having a variety of soils which then requires careful selection of crops in order to achieve the best potential in each soil and its area.

When this is accomplished optimally, there is still only a certain "growth or harvest potential" for each soil or area. Don't assume in your planning that the curve will never plateau. There is a limit to the fruit each tree can and will bear in any given time frame.

Identify and describe (qualitatively and quantitatively) the various types of soil in the target area. Estimate the quantitative growth potential for various types of churches.

4. OUR KIND OF PEOPLE (Disease: *Cultural blindness*)

People become discouraged in becoming Christians if they must cross cultural and/or social barriers. Previous research reveals that unusual growth has been taking place in those churches planted among the homogeneous units of Indonesia, Brazil, Ecuador, India and several other countries. Movements to Christ most often start and multiply along family, neighborhood, and friendship lines where a minimum of barriers exist.

Too often the Gospel is presented in a manner not culturally relevant to the hearers because there was not adequate understanding of their mores and situation. Society is a vast mosaic of types and kinds of peoples. A people should not be unreached with the Gospel because no one understands them. This kind of blindness can prevent them from ever knowing the love, truth, care and power of Jesus Christ.

Determine which elements of society consider themselves to be groups, and then determine why. Describe the affinities they have which identify them as a group. Finding out who people will and will not marry is one key for determining group boundaries.

5. WHO'S IN THE CHURCH (Factor: *Identity*)

It's one thing to observe, "there's a church in that town (village or neighborhood)." It's quite another to find out "who in the town is in the church?" Do not make quick assumptions about an area being reached or churched just because there is a congregation of believers there. Too often people turn away from some needy area because they see a church building already there. But who is in the building, and who isn't? In many cases slow growth exists because the church is really not that relevant to many in the area due to various cultural and/or religious reasons.

Who's in any particular congregation usually relates to both, internal and external factors. Much can be learned about "reaching a community" if careful attention is paid to who is and who isn't in any particular church, and the ethnic, cultural, and social makeup of the community. This is a key element in determining the "harvest potential" of an area or people. *(continued)*

WHO'S IN THE CHURCH? (continued)

Determine what segments of society are attending, and which are not, and why. Often it is the preaching and teaching that determines how broad a spectrum of society will congregate together. More often it is determined by ethnic and social factors. Determine which type and kind of people are attending which type and kind of church.

6. SHIFTING SOCIETY (Disease: *Social Strangulation*)

Each local church has a distinct socio-cultural personality. Certain kinds and types of people will feel very comfortable there. Others will not. Many cities (mainly) are experiencing "societal shifts" in their populations, as either the city expands, or the population within the city shifts and/or expands. What was once a predominately white section may become predominately black, or vice versa. A church that was predominately white and middle class, may find that the neighborhood is becoming black and upper class. Growth first plateaus, then falls off. Vigorous new outreach and new member drives don't produce desired results, and only produce frustration. The church finally dies--of "social strangulation".

Determine what shifts in the population of a city have taken place over the past 5-10 years. Determine the plans and predictions for the next 5-10 years. Which churches will be affected?

7. CHURCH DEVELOPMENT (Disease: *Church Development Syndrome*)

Definite plans must be laid for every church to further the nurture of the congregations. As churches are multiplied they must become Bible believing, Bible teaching, wholistic, sending congregations. Balanced nurture will never neglect the evangelistic mandate or the Great Commission. There is always the potential for the disease known as the "church development syndrome". This disease is manifest where there is an over-emphasis on nurture and development, resulting in a decrease in outreach. Soon the church becomes ingrown, growth usually retards, and the quality of Church life decreases. (*continued next page*)

Outreach is a main health-giving function for the Body, preventing it from becoming ingrown and stagnant. While many a preacher may say from the pulpit, "We want to reach our city for Christ!" many fail to follow this up with the plans and allocation of resources to carry it out.

Determine what percentage of members in the congregation are winning people to Christ (annual growth rate of new believers--not just transfers). Document the evangelistic goals and programs. Document those programs centered just on nurture for the believers. Determine the balance.

Document what is being taught that emphasizes evangelism and outreach. Compare with 3-5 years ago. What percentage of the budget goes to evangelism (not just Missions)? How many new believers were baptized in the past year? Compared with 5 years ago?

8. EVANGELISTIC SMALL GROUP BIBLE STUDIES (Factor: Growing-edge)

Why don't churches grow? What constitutes a healthy *"growing-edge?"* Many churches don't grow anywhere near their potential. They have no effective means of penetrating society, or of *contextualizing* the Gospel--making it relevant to a particular element of society. Too often there is a "come to" mentality, but no "go to". People, for a variety of reasons, may never darken the doorway of the old established church, and perceive it as a cold edifice where who knows what takes place inside.

The Church too often isn't involved in the warp and woof of society, but insulated by physical and psychological walls. Many who may never darken the doorway of the "established church" will meet with friends on an informal basis to study the Bible.

In many societies and countries a highly successful way to penetrate society and contextualize the Gospel is in the context of small group Bible studies tailored for non or new believers. This non-threatening environment often provides the best *"growing edge"* for the Church, in terms of new converts and new churches. The informal environment is also a good venue for the *"share, care, bear, and prayer"* needed for meeting felt and real needs.

Document the existence and the methodologies employed in such group studies. Where they are not being held, document why. There is always the danger of evangelistic studies becoming solely "nurture" studies for Christians. Detect where this is the case. Find out why those attending like to attend. Document the size and how long the group has been meeting.

9. COMPLETING THE TASK (Disease: Closure Blindness)

Today there are two distinct perspectives relating to "making disciples" strategy. One has the primary focus on *growth*, the other on *completion* or *closure*. There are significant differences in the information needed (and therefore the research process) depending upon which perspective one has. If a local church's goal is to grow, then the scope and depth of information needed is relatively limited when compared to that which is needed if the goal is to see churches planted throughout the whole city, area, region, or country.

If a farmer's interests are limited to just feeding his family day by day, he may go into the field with a sickle and cut enough grain for the next few meals. He only needs limited information. But if he is the owner of a large, diversified farm, and his goal is to complete the many harvests, getting them stored and/or to market, he needs a lot broader knowledge base.

Determine the perspective of the national Church regarding growth vs closure. Does it have goals to see congregations in every place and people group? Is there a "we need to grow a bit" mentality? Or one that, like John Knox declares, "Give me my country lest I die!" Determine if the informational requirements are compatible with the basic goals and objectives. Determine what types of information are needed for completing the task, and to status progress towards this end.

10. VISUALIZING THE TASK (Disease: *Spatial Blindness*)

It is essential in every context to have an accurate and up-to-date picture of the "harvest fields" and the "harvest force". There is a vital need for mapping the distribution and status of both. Statistical data is essential but mentally visualizing the spatial (geographic/geo-political) relationship of the data is most often difficult or impossible. Nearly all information we use in evangelism and church planting has a geographic relationship or element

Make mapping part of your survey tools, and a standard part of your research. It will add significantly to the intelligence and communicability of your information, as well as increase the meaningfulness of your surveys. You will see things not visible in other forms. Present day technology provides sophisticated computerized mapping tools which combine with statistical databases to form a powerful analytical tool.

Four fundamental mapping grids needed are: 1) geo-political, 2) ethnographic, 3) demographic, and 4) institutional/organizational (Church and Missions).

Determine if good maps covering the target area are available. Determine if anyone has computerized mapping software. Draft plans for visualizing the task using maps containing several themes, such as population per church ratio, number of congregations, etc. of provinces, districts, people groups, or urban zones.

11. CULTURAL OVERHANG (Disease: *Ethnocentricity*)

Often when a missionary goes to a foreign land or people he takes all of his cultural baggage with him and imposes it on the new church. Rather than contextualizing the Gospel into local clothing it is wrapped up in foreign garb. This hinders the spread of the Gospel and the growth of the church. One of the most basic natural rights of a society is to its own culture and national distinctiveness.

Often, things are not wrong or evil, they're just different. It's usually a "form" vs "function" problem. Missionaries know how churches grow in their home land, and they think that knowledge is adequate for the new.

It is both wrong and unprofitable to try to convert socially and culturally the society when it is only different and not Biblically wrong.

Determine whether the polity (the way the church functions internally or is "governed") is indigenous or foreign.

12. REDEMPTIVE ANALOGIES (Factor: *Bridges of God*)

In any given culture there may be specific customs or practices that are analogous to some element in the redemptive process. It could be in the way they carry out the marriage or burial ceremony. It could have to do with sacrifice, or forgiveness of sin, or atonement, or peacemaking, etc..

REDEMPTIVE ANALOGIES (continued)

The "peace offering" the Dani people made of giving a son to the opposing tribe that Don Richardson described in his classic "Peace Child" turned out to be a redemptive analogy. Many of the tribe were able to understand how they could make peace with their creator through the act of atonment God made in giving His only son as a sacrifice for sin.

Determine what redemptive analogies there are and how best to make the connection with the redemptive process described in scripture. Document their religious rites and celebrations, their marriage and burial customs, their inter-tribal and group relationships. Try to determine and document the felt needs of the people.

13. LOCAL OUTREACH (Factor: *Body health*)

Every group of believers should be reaching out to their neighbors and neighboring communities. They should have as their goal the establishing of new congregations until there is a congregation the people *will go to*, and a congregation they *can get to* for every person. There are many avenues of entrance for the Gospel if they will just be earnestly pursued. Every one has needs of one kind or another. Most everyone has an opinion regarding religion or religious practices.

Determine if there is an effort being made on the part of local believers to determine the needs of the local community. What are their beliefs? Aspirations? Determine the goals, plans and methods for evangelism and starting new congregations in "their own kind of people."

14. CROSS CULTURAL OUTREACH (Factor: *Missions*)

One weakness of the Church is in the area of cross-cultural evangelism. Each congregation should be identifying those people who could/would reach out to peoples of other cultures and locations. It should also be identifying target peoples. The whole congregation should have a clear understanding of God's heart for the world and the lost and be in full support of sending some to reach the unreached of different cultures in the various contexts of the world.

Determine the "missionary heart" of the congregations or denomination. Is Missions an appendage or in the mainstream as evidenced by teaching, sending and supporting missionaries and the missionary enterprise? Document the missions-related activities, including which people groups are being targeted.

Determine the goals, plans and methods employed for evangelism and church-planting cross-culturally. How much of the budget is allocated for missions?

List those involved in cross-cultural ministries, and document the "target" people.

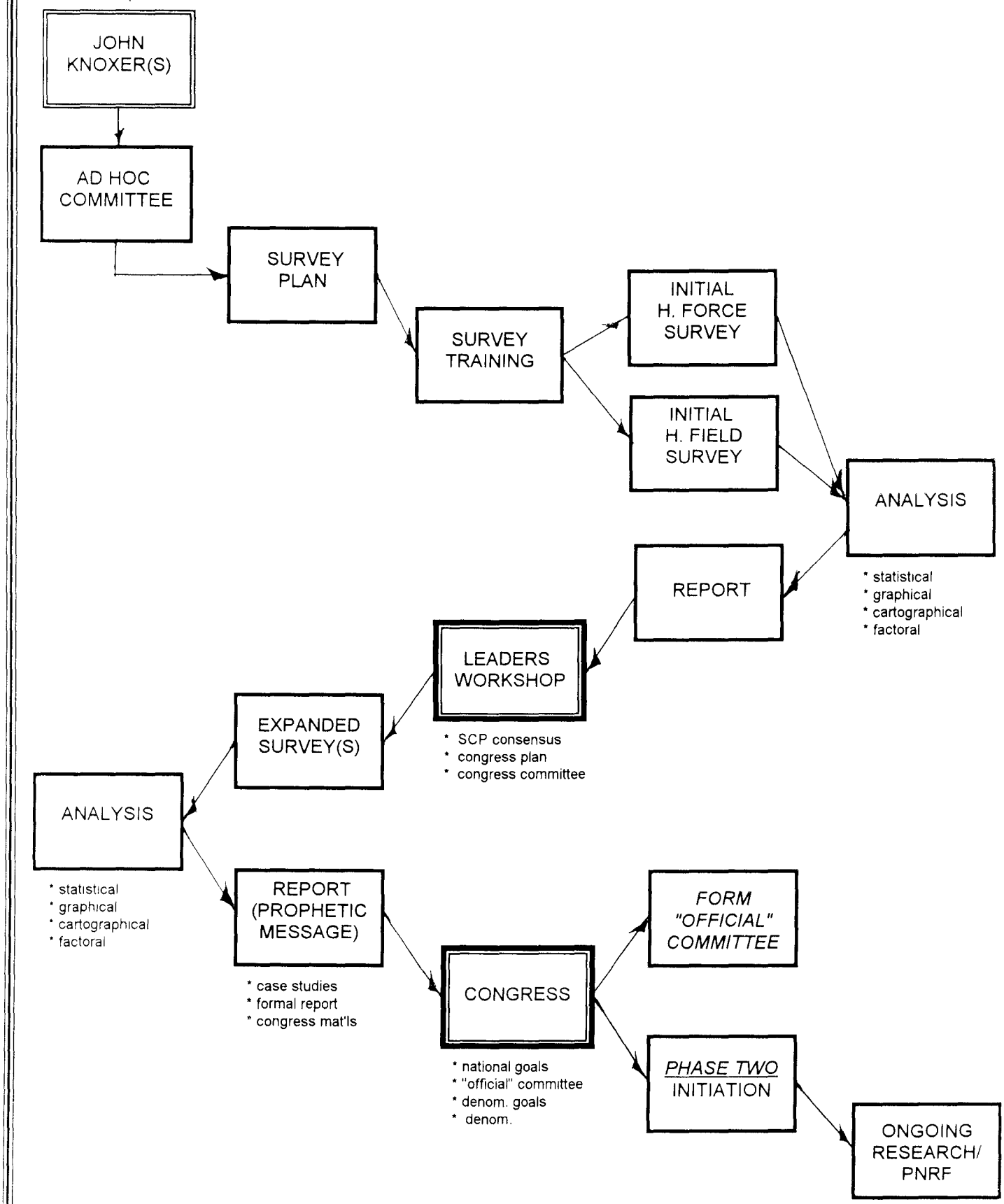
15. SOCIAL SERVICE-SOCIAL ACTION (Disease: Social-itis)

When the Church is alive and well it will be found serving the physical and social needs of the community as well as the spiritual. Believers must be salt and light in society--arresting corruption (salt doesn't work at a distance, but only in-touch), and proclaiming the truth about forgiveness, redemption and restoration. Social service is necessary and Biblical, but should not replace the proclamation of the Gospel and its pursuasion, but be a door-opener & bridge for it. It should also be the life-style of the born again.

Service is good, but it should never replace finding the lost. When our Lord went to find the lost sheep, he left the 99 for a season. He did not rest content with feeding the hungry and healing the sick. He pressed on to give His life as a ransom for those lost and dying an eternal death.

The balance is a difficult one to keep. Both social service and evangelism are important. One should never replace the other. Social service can be a good evangelistic tool, but make sure that there isn't undue enamourment with the tool.

Determine the attitude and balance between evangelism and social service and action. Determine if social action predominates/overshadows/replaces evangelism--in goals, plans, activities, manpower and/or budget.


JOHN KNOXER(S)
AD HOC COMMITTEE
SURVEY PLAN
SURVEY TRAINING
INITIAL H. FORCE SURVEY
INITIAL H. FIELD SURVEY
ANALYSIS
* statistical
* graphical
* cartographical
* factoral
REPORT
LEADERS WORKSHOP
* SCP consensus
* congress plan
* congress committee
EXPANDED SURVEY(S)
ANALYSIS
* statistical
* graphical
* cartographical
* factoral
REPORT (PROPHETIC MESSAGE)
* case studies
* formal report
* congress mat'ls
CONGRESS
* national goals
* "official" committee
* denom. goals
* denom.
FORM "OFFICIAL" COMMITTEE
PHASE TWO INITIATION
ONGOING RESEARCH/ PNRF

OUTLINING THE SATURATION CHURCH PLANTING STRATEGY PROCESS
(Introducing a DAWN-type project in a Nation)

The John Knoxer:	Identify/enlist the visionary-the "John Knoxer"
The Ad Hoc Committee:	Convene an Ad Hoc (temporary) Committee
The Plan:	Develop the Survey Plan
The Training:	Provide training in survey & analysis
The Survey:	Perform harvest field & harvest force surveys
The Analysis:	Perform data and growth analysis
The Report:	Prepare analysis report & "prophetic message"
The Workshops:	Convene leaders church growth workshops
The Congress:	Hold a national congress
The Message:	Present the "Prophetic Message," projections
The Concensus:	Obtain concensus of leaders for SCP project
The Goals:	Set measureable goals for new churches/believers
The Steering Committee:	Select/convene *official* Steering Committee
The PNRF:	Initiate a Permanent National Research Function
The Cycle:	Initiate the research-analysis-congress cycle

"Unless there is a clear picture of the goals and objectives, and clear understanding of the basic principles relating to the processes involved, we can be assured the strategy will get off to a false start or drift off track resulting in frustration, squandering of resources, and failure to achieve the intended purpose."

Quotes by Donald A. McGavran

Author's note The following quotes by Dr. Donald McGavran are *"pearls of great price"* in the arena of church growth analysis Not all of you can obtain a copy of his works, and I believe we can all benefit from his wisdom and understanding of God's intentions and working with His Church, and the human race and therefor am including them herein.

In the 20th century God raised up Dr. Donald G. McGavran (now with his Lord), who after spending a large part of his life in India, began the Institute of Church Growth (ICG) in the state of Oregon in the United States. This later moved to become adjunct to Fuller Theological Seminary in Pasadena, California and the ICG became the School of World Mission of that institution. "Dr. Mac" has written several classic works including, Bridges of God, Understanding Church Growth, and Our Kind of People.

Dr Mac was a top-notch anthropologist, sociologist, missiologist, teacher, idealist, faithful prophet, and friend to millions His contribution to the growth of the Body of Christ worldwide, both quantitative and qualitative, is beyond estimation and will continue until the *"end of the age."*

Perhaps he more than any other in recent history has been responsible for setting forth and applying the fundamental principles aimed at seeing whole "nations of nations" *discipled* that are proving most effective today. Many of his former students and associates are today in the forefront of church growth and the discipling of nations

Most of the following quotes relate to church growth principles and analysis and are from his classic. Understanding Church Growth (Donald A. McGavran, Eerdmans, 1980). (The page numbers relate to this book)

Bob Waymire, February 1995

"Research is carried on in order to find ways which God is currently blessing to the liberation of captives, the recovery of sight of the blind, and the acceptance of the good news by the poor. Consequently research should be concentrated on growing churches and growing denominations to find out why they are growing. P.118

"The point is important. Much research painstakingly finds out all the facts about some congregation or denomination. This wastes much time. Most facts have little to do with the growth of the church. The skillful researcher therefor avoids gathering information which has little bearing on growth." P. 118.

"Research should look for reproducible patterns of growth possible to ordinary congregations, ordinary pastors, and ordinary missionaries." P.119

"The importance of finding the facts cannot be overstated. There is much lack of growth because earnest Christians, devoted pastors, and veteran missionaries have not seen the facts concerning the growth of their churches. P.120

"One of the better ways to motivate Christians to effective evangelism is to persuade them that growth is possible and to show them how the Holy Spirit has caused it." P.119/120

"All thinking about the Church should be done against the graph of growth, because when done without the exact knowledge of how the Church has and has not grown, it is likely to find itself in error." P.130.

"Learn to be ruthless with alleged reasons. You are searching for the truth. Much writing and thinking is really a defense of "whatever is." It shies away from admitting defeat. It champions "little growth" as really the best thing that could have happened. Shun this thinking." P.115

" A graph of the communicant membership year after year is a sine qua non (essential element) for intelligent discussion of the progress of the Church. So much nonsense is written about the Church, so thoroughly are hopes and intentions confused with achievements, and so completely has church or mission work been substituted for church planting, that serious writing and speaking about mission must adhere to this principle." P.130

> *"Columns and tables of figures contain locked up knowledge. By careful treatment and study the figures can be forced to reveal their secrets. But the process is tedious." (paraphrased) P.128*

"Investigators are well advised to remember that church growth research accomplished (even on a small scale) is to be <u>preferred</u> to research deferred till it can be done on a more scholarly scale. Battles must be fought on what information is available." P.111

"If you will faithfully winnow the chaff, you will find the wheat. You will have to pan tons of gravel to get an ounce of gold. Do not get wrapped up in panning gravel!" P.117

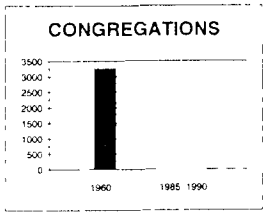
"The goal of church growth studies is not merely (to gain) correct facts as to the quantity of growth. It is not sufficient to see the structure clearly, though this must be done. The <u>goal</u> is through evaluation of the facts to understand the dynamics of church growth. Only as, on the basis of assured growth facts, we see the <u>reasons</u> for increase, the <u>factors</u> which God used to multiply His church, and the condition under which the Church spread or remained stationary, do we understand church growth. P.123/124

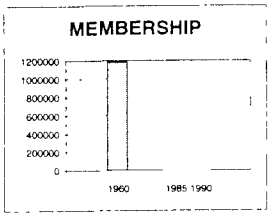
> *"Don't spend valuable resources in gathering information that you are not sure why you're gathering, or specifically how it will be used. Ask yourself, 'Do I really need this now? How will I use it? Who will use it? Will it be outdated before it can be used?' It takes time to gather, manage and store data. Don't fuss with stuff you aren't sure how and when it will be used." (To the author in 1983 while preparing village surveys for India.)*

****

HUNGARY

DENOMINATIONS	ECC	ORGABB	YR60	CONG60	MEM60	ATT60	ADH60	YR85	CONG85	MEM85	ATT85	ADH85	YR90	CONG90	MEM90	ATT90	ADH90
Apostolic Church	P PeA		60	40	1700	0	5670	85	90	2850	0	9500	90	130	3000	0	10000
Baptist Church	P Bap		60	100	20000	27200	40000	85	430	12720	17299	17710	91	400	10994	15000	25000
Christian Apostolic Church	P Men		60	0	0	0	0	85	63	2200	0	2590	90	71	2500	0	2940
Christian Brethren	P C Br		60	24	1650	2475	2500	85	30	2200	3300	3200	92	27	2000	3000	3000
Community of Evangelical Brethren	P Met		0	0	0	0	0	85	23	900	0	1800	90	25	1000	0	2000
Congregation of Nazarenes	P Hol		60	142	8500	0	17000	85	112	7000	0	14000	90	100	12000	0	20000
Congregation of the Living God	P Pe3	CoGGCIe	60	6	200	0	1000	85	18	600	0	5500	90	19	650	0	3250
Congregation of God	P PeC		0	0	0	0	0	85	23	1500	0	3000	90	23	2750	0	5500
Evangelical Lutheran Church	P Lut		60	437	144320	51955	432961	84	324	108000	45000	430000	92	341	113000	40000	4500000
Faith Christian Fellowship	P PeC		60	0	0	0	0	85	1	600	0	1200	92	8	5000	0	13000
Fellowship of Evangelical Pentecostals	P Pe2	AoG	60	94	3000	5040	5000	85	155	5000	5300	11000	90	215	4755	8000	12000
Free Christian Congregation	P PeC		60	3	100	150	167	85	10	600	900	1000	92	25	2000	3000	3000
Methodist Church	P Met	UMC USA	60	37	1500	2400	2500	87	49	2000	3200	4000	92	73	3000	5000	5000
Unitarian Church of Hungary	O Hun		60	55	10000	0	40000	85	8	1250	0	5000	90	10	1250	0	5000
Reformed Church	P Ref		60	2212	973193	564036	1954000	85	1500	475000	285000	1900000	90	1133	500000	300000	2000000
Romanian Orthodox Church	O Rum		60	15	9240	0	14000	85	18	10600	0	16000	90	18	10900	0	16500
Other Evangelical Congregations	P		60	32	2550	0	5100	85	35	2950	0	5900	90	50	3500	0	7000
Other Orthodox Congregations	O		60	65	7150	0	11000	85	53	5790	0	8900	91	53	5850	0	9000
Totals				3261	1183303	673256	2530898		2942	641760	359999	2440300		2721	684149	374000	2592190





GROWTH PROJECTION SUMMARY

AD2000 GLOBAL IN-COUNTRY SURVEY - 1994

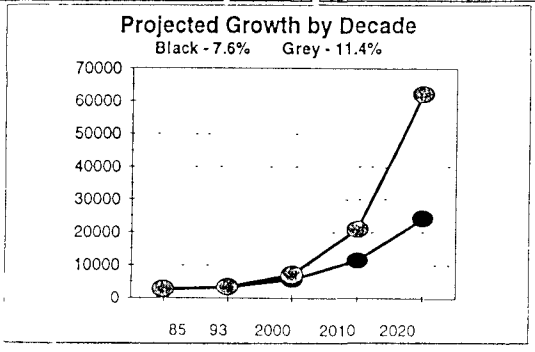
National Research Mobilization Network

JAPAN

Page 8

+ 50%

SELECTED DENOMINATIONS	AAGR CONG 90-93	CONG 90	CONG 93	CONG 2000	CONG 2010	CONG 2020	AAGR CONG 90-93	CONG 90	CONG 93	CONG 2000	CONG 2010	CONG 2020
Baptist Bible Fell of J	4.6	62	71	97	153	240	6.9	62	71	114	222	434
Baptist Convention	12.0	225	316	698	2165	6718	18.0	225	316	1005	5254	27453
Baptist General Conference	4.3	45	51	68	104	157	6.4	45	51	79	146	272
Baptist Mid-Missions	5.7	11	13	19	34	58	8.6	11	13	23	53	120
Baptist Union	10.4	55	74	148	398	1069	15.6	55	74	204	869	3703
Chr & Miss Alliance	9.4	39	51	95	233	570	14.0	39	51	128	475	1767
Christian Brethren	4.5	163	186	253	393	610	6.7	163	186	294	564	1084
Cons Baptist Assoc of Chs	10.2	50	67	133	352	933	15.4	50	67	182	762	3182
Cumberland Presby Church	4.0	8	9	12	18	26	6.0	8	9	14	24	43
Evang Free Church	18.8	40	67	223	1246	6954	28.1	40	67	380	4537	54152
Gospel Pente Ch of J	6.9	18	22	35	69	134	10.4	18	22	44	118	316
Intl Ch of Foursquare Gospel	10.1	12	16	31	82	213	15.1	12	16	43	175	712
Next Towns Crusade	6.0	21	25	38	67	120	9.0	21	25	46	108	255
Reformed Church in Japan	21.0	70	124	471	3167	21298	31.5	70	124	843	13029	201379
Salvation Army	7.9	55	69	117	249	531	11.8	55	69	150	458	1395
Tokyo Mennonite Ch	6.3	5	6	9	17	31	9.4	5	6	11	28	68
United Church of Christ in J	5.7	1445	1707	2518	4388	7648	8.6	1445	1707	3035	6904	15707
Wesleyan Holiness Church	13.8	19	28	69	252	918	20.7	19	28	104	685	4497
Other Pentecostal	6.2	213	255	388	707	1288	9.3	213	255	474	1152	2796
Church of God (Cleveland)	11.2	8	11	23	67	193	16.8	8	11	33	154	728
Jun Evangelical Church	20.5	12	21	78	501	3233	30.8	12	21	137	2006	29316
Seventh-day Adventist Ch	13.0	108	156	368	1253	4270	19.6	108	156	545	3252	19409
Totals	7.6	2684	3345	5591	11647	24262	11.4	2684	3345	7132	21033	62030



Pop Per Congregation

YEAR	CONGS	PPC	POP
1993	3345	19312	124446000
2000	7132	18229	130000000
2010	21033	6561	138000000
2020	62030	2370	147000000

Based on 22 denominations on this chart growing at 11.4 % AAGR

STATUS OF CHRISTIANITY IN SIERRA LEONE 1988

Compiled by: Youth With A Mission, Development Research, Freetown, S. Leone

DENOMINATION	MEMB.	CONG	AVE	MENDE	TEMNE	CREOLE	LIMBA	SHERBRO	KURANKO	FULA	KONO	SUSU	LOKO	MANDINGO	KISSI	YALUNKA	VAI	KRIM	GOLA	BULLOM	
CATHOLIC	62,088	342	182	28,863	12,868	11,180	1,268	3,347	1,400		2,108				1,054						
UNITED METHODIST	27,733	226	123	10,121	1,723	5,508		3,066			7,315										
ANGLICAN	25,040	49	511	4,440	1,330	18,240		640	100									200	90		
METHODIST	25,729	235	109	6,359		17,081		319			1,540										
AFRICAN WESLEYAN	10,995	85	128	151	3,565	435	4,567		305				1,972								
WEST AFR. METHODIST	10,134	45	168	366		9,608		160													
UNITED BRETHREN	5,153	55	94	1,503	10	1279+		2,336										15			
BAPTIST CONVENTION	3,172	31	102	20	1,356	1,145					173		445							33	
AF. METH. EPISCOPAL	2,000	9	222		50	1,950															
ASSEMBLIES OF GOD	1,424	44	32	324	50	412					317				321						
CHRIST APOSTOLIC	900	6	150	18	232	650															
CHR. EXTENSION SERV.	1,300	55	24						850									450			
APOSTOLIC CHURCH	675	51	61			430															
DEEPER LIFE	400	3	133			400															
FREE GOSPEL	350	7	51		310						50										
EVANGELICAL LUTH.	260	4	65								250										
CHRISTIANS IN ACTION	96	3	32	17		79															
7TH DAY ADVENTIST	8,901	117	76	2,879	3,894	684					1,444										
NAT'L PENTACOSTAL	9,890	20	495	900	2,400	6,090					500										
HARVEST TIME MIN.	190	1	45	120		70															
CALVARY MISSIONS	210	7	30			120							50								
MISSIONARY CH ASSOC.	1,000	34	29		800				300							100					
NIGERIAN BAPTIST	1,467	16	92		590	125	612						140								
CHURCHES OF CHRIST	1,200	10	120			1,200															
COUNT. XN. CONF.	2,300	10	230			2,300															
GREEK ORTHODOX	600	2	300			600															
OPEN BIBLE	180	2	90			180															
PENT. ASS'Y OF GOD	1,200	5	240			1,200															
MARANATHA	590	10	59		590																
CHURCH OF PENT.	80	2	40			80															
ONE WORD	150	2	75			150															
NEW LIFE	400	2	200			400															
MINISTRY OF HOPE	200	2	100			200															
BETHEL TEMPLE	190	1	190			190															
NEW TESTAMENT CH.	400	2	200			400															
FLAMING EVANG. CH.	200	1	200			200															
S.L. WESLEYAN					*																
UNITED PENTACOSTAL							*														
TOTALS	206,807	1,461	142																		
TOTAL ETHNIC				56,362	29,588	82,586	6,447	9,868	2,955	0	14,107	0	2,647	0	1,375	100	0	665	90	33	205,807
ETHNIC POPULATION				1,000,000	960,000	690,000	268,000	175,000	162,000	148,000	125,000	96,000	78,000	75,000	75,000	30,000	13,000	9,000	6,400	6,000	3,914,400
PERCENT CHRISTIAN				5.64	3.08	11.97	2.41	5.64	1.82	0	11 29	0	3.48	0	1.83	0.33	0	7.43	1.4	0.55	5.28

EASTERN

Urban Populations 1984 & 1993

TOWN	POP 1984	POP 1993	TOWN	POP 1984	POP.1993
KOFORIDUA	58 731	76 483	BEPONG	7 459	9 714
NKAWKAW	31 785	41 392	KPONG	7 435	9 682
ODA	24 629	32 073	ABETIFI	7 353	9 576
ASAMANKESE	23 077	30 052	AKROSO	7 346	9 566
NSAWAM	20 439	26 617	KIBI	7 175	9 344
SUHUM	19 298	25 131	MPRAESO	6 906	8 993
BEGORO	16 890	21 995	NKENKASO	6,895	8 979
AKWATIA	15 007	19 543	LARTEH	6 459	8 411
SOMANYA	13 216	17 211	ADEISO	6 434	8 379
NEW TAFO	13 155	17 131	AKIM SWEDRU	6 430	8 374
ADOAGYIRI	12 956	16 872	ASESEWA	6 391	8 323
KADE	10 196	13 278	ASOKORE	5 892	7 673
ACHIASE	10 164	13 236	MAMPONG	5,864	7 636
AKOSOMBO	9 820	12 788	ASENE	5 835	7 599
ODUMASE KROBO	8 779	11 433	AYIREBI	5 805	7 560
AGORMANYA	8 600	11 199	ANYINAM	5 697	7 419
AKROPONG	8 479	11 042	KWAHU TAFO	5 665	7 377
ASUOM	8 074	10 514	OBO	5 368	6,991
KUKURANTUMI	8 019	10 443	APEDWA	5,144,	6 699
EFFIDUASE	7 681	10 003	OYOKO	5 061	6 591
ABURI	7 520	9 793	AKOASE	5 030	6 550
NKWATIA	7,483	9,745	OLD TAFO	5,009	6,523

Enumeration Areas (E.A.s), Towns & Villages Without a Protestant Church

DISTRICTS	E A s		POPULATION OF TOWNS & VILLAGES							
			1 000 +		601-1000		301-600		50-300	
	1985	1990	1985	1990	1985	1990	1985	1990	1985	1990
BIRIM	22	19	2	2	2	3	13	14	201	202
WEST AKIM	39	37			3	2	20	22	366	363
SUHUM KRABOA	22	20	1	1	2	1	23	22	148	141
AKWAPIM	28	16			3	2	27	19	221	207
NEW JUABEN	3	2	1	1					14	14
KAOGA	21	18			4	3	29	24	174	166
MANYA KROBO	32	34	1	1	4	3	37	36	156	152
EAST AKIM	28	27			3	3	25	23	215	222
KWAHU	51	24		1	3	1	46	32	376	328
Total	246	197	5	6	24	18	220	192	1869	1795

Churches to Major Language Groups 1990

WORSHIP LANGUAGE / MAJOR GROUP			CHURCH PEOPLE GROUP		
	CHURCHES	%		% POP.	1 CHURCH
AKAN/S GUAN	3296	83 62	AKAN/S GUAN	54 05	330
EWE	149	3 78	EWE	12 2	1610
GA/DANGME	467	11 84	GA/DANGME	21 1	900
ENGLISH	27	0 68	NORTHERN/ALIEN	12 7	86 640
NORTHERN*	3	0 08			

*NORTHERN Kasem 2 Buli 1

Islam — 7% OF THE POPULATION — 153,200 (MID 1993)

MOSQUES*: Roofed 139*, Unroofed prayer places 116*

* Excluding an unspecified number in Suhum Kraboa Coaltar District

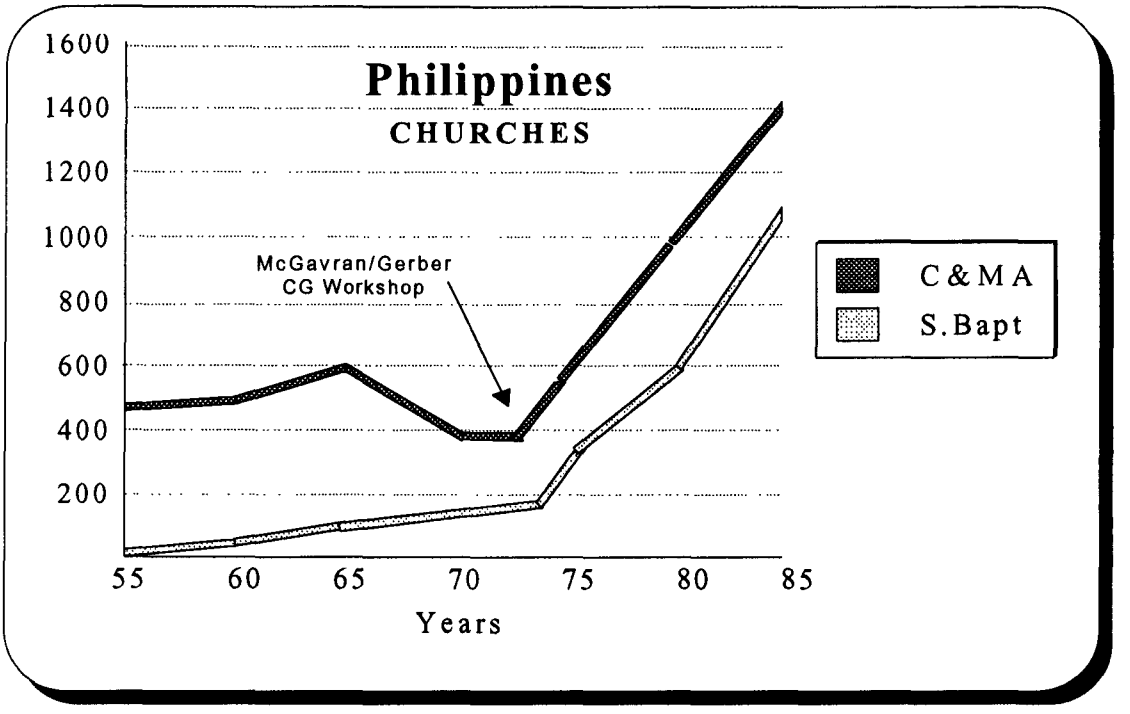
CHURCH STATISTICS

	NUMBER OF CHURCHES		AVERAGE ATTENDANCE	
	1985	1990	1986	1991
CHRISTIAN COUNCIL				
A.M.E. Zion	41	43	74	80
Anglican	45	50	89	88
Baptist (Convention)	7	11	12	66
Evangelical Presbyterian	18	33	135	82
Methodist	260	266	89	89
Presbyterian	580	614	106	104
Salvation Army	59	62	67	74
Sundry	13	13	45	42
Sub Total	29% 1023	28% 1092	96	95
MISSION RELATED				
Baptist (Non Convention)	1	4	86	71
Churches of Christ	53	54	48	59
New Apostolic	6	37	40	52
United Christian Churches	21	23	60	59
Sundry	16	21	49	53
Sub Total	3% 97	4% 139	51	57
PENTECOSTAL COUNCIL				
Apostolic	228	268	75	77
Assemblies of God	43	56	56	70
Christ Apostolic	139	145	57	64
Church of Pentecost	606	710	80	78
Deeper Life Bible Church	2	7	132	88
Divine Healer's Church	23	22	67	58
Sundry	22	32	64	71
Sub Total	30% 1063	31% 1240	74	75
AFRICAN INDEPENDENT				
African Faith Tabernacle	112	124	54	46
Musama Disco Christo Church	143	162	54	43
Twelve Apostles	84	86	39	32
Sundry Spiritual	450	493	67	59
Sundry Charismatic	46	87	77	80
Sub Total	24% 835	24% 952	60	54
SEVENTH DAY ADVENTIST	4% 149	4% 165	62	54
CATHOLIC	10% 338	9% 356	99	85
Total	3505	3,944	79	75

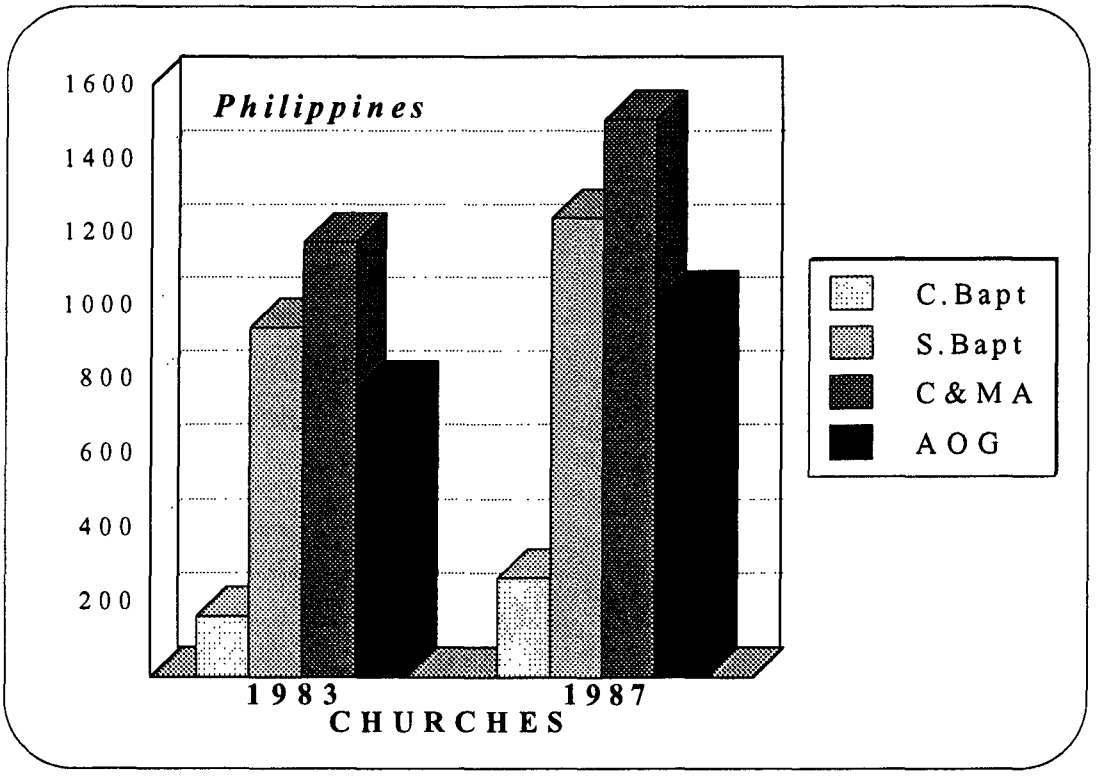
DISTRICTS AT A GLANCE

SLNO	GRP NO	DISTRICTS	POPULATION	TALUKS	BLOCKS	PINCODES	VILLAGES	CHRISTIANS	CONS GOALS WORKERS	CONS GOALS CHURCHES
30 . State : TRIPURA										
384	1	NORTH TRIPURA	697,330	2	5	26	278	15,642	56	697
385	2	SOUTH TRIPURA	766,014	3	6	22	300	6,087	60	766
386	3	WEST TRIPURA	1,293,861	2	6	41	278	3,143	56	1,294
		Sub Total	2,757,205	7	17	89	856	24,872		
31 . State : UTTAR PRADESH										
387	1	AGRA	2,751,021	6	15	31	1,174	1,303	235	2,751
388	2	ALIGARH	3,295,982	6	17	43	1,704	2,282	341	3,296
389	3	ALLAHABAD	4,921,313		28	50	3,514	6,722	703	4,921
390	4	ALMORA	836,617	2	14	62	3,019	1,632	604	837
391	5	AZAMGARH	3,153,885	5	21	61	4,935	16,053	987	3,154
392	6	BAHRAICH	2,763,750	3	19	78	1,884	1,767	377	2,764
393	7	BALLIA	2,262,273	2	17	45	1,920	1,741	384	2,262
394	8	BANDA	1,862,139	4	13	16	1,207	523	241	1,862
395	9	BARABANKI	2,423,136	4	16	37	2,043	572	409	2,423
396	10	BAREILLY	2,834,616	4	15	28	1,901	7,329	380	2,835
397	11	BASTI	2,738,522	5	19	39	6,929	1,052	1,386	2,739
398	12	BIJNOR	2,454,521	3	11	23	2,154	1,818	431	2,455
399	13	BUDAUN	633,038	4	18	22	1,785	2,821	357	633
400	14	BULANDSHAHR	2,849,859	3	17	35	1,365	373	273	2,850

Line Graph-Growth History



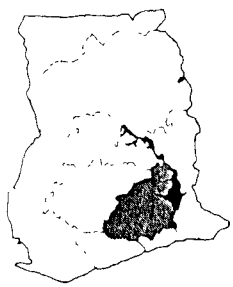
Bar Graph-Comparison of Denominational Growth-4 Years



EASTERN

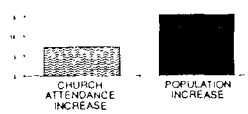
Eastern

TOWARDS 2000

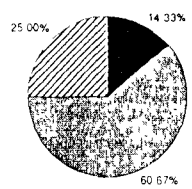


POPULATION	MID 1988	MID 1993
• National	14 000 800	16 379 300
• Regional	1 892 600	2 189 000
• Regional % of national	13 52	13 36
• Regional percentage increase 1988-1993		15 66
CHURCH ATTENDANCE		
• National	1 714 280	1 900 990
• Regional	292 410	313 680
• Regional percentage	15 45	14 33
• Regional percentage increase 1988 1993		7 27
NOT ATTENDING CHURCH		
• Regional	1 600 190	1,875 320
• Increase in number not attending church		275 130

REGIONAL POPULATION AND CHURCH ATTENDANCE GROWTH — 1988-1993



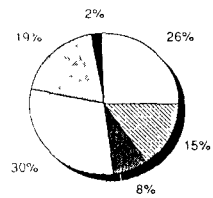
RELIGIOUS AFFILIATION AND PRACTICE



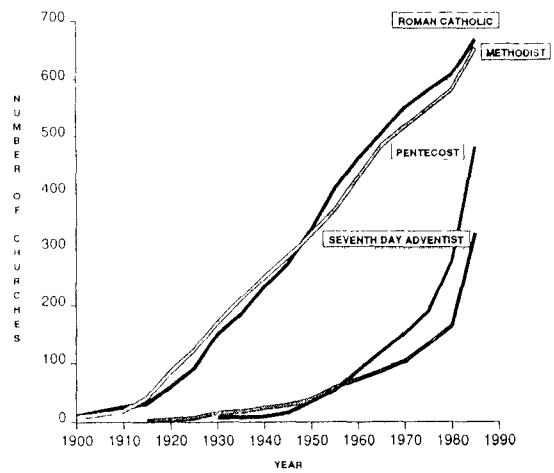
- CHRISTIANS ATTENDING CHURCH
- CHRISTIANS NOT ATTENDING
- OTHER RELIGIONS

ASHANTI

GROUP DISTRIBUTION - NUMBER OF CHURCHES (1985)



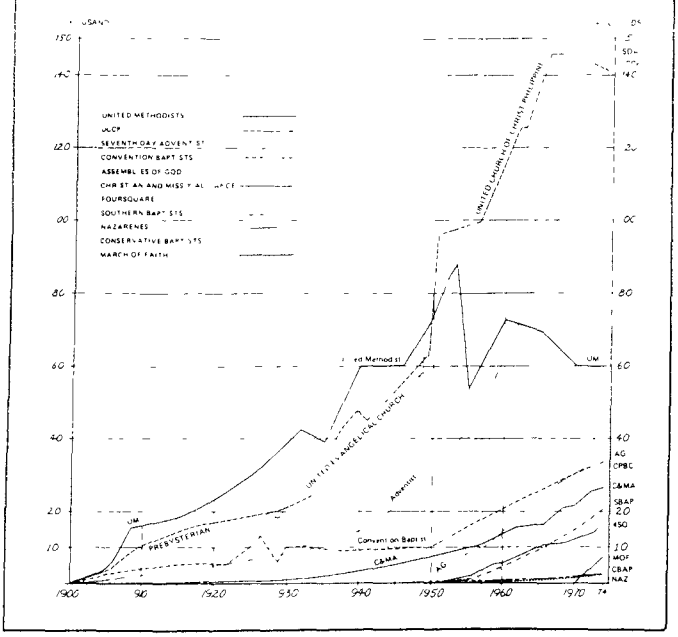
GROWTH IN NUMBER OF CHURCHES



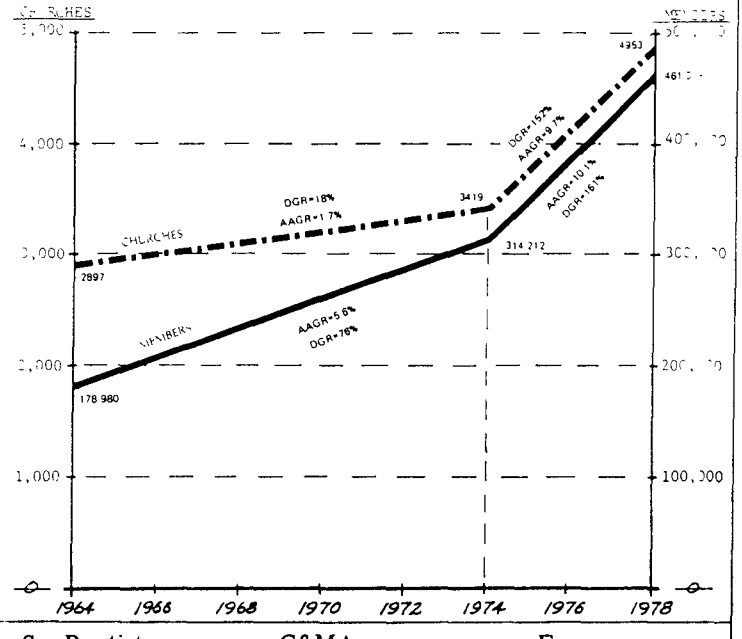
GRAPH OF GROWTH - PHILIPPINES

1900–1974

Communicant Members



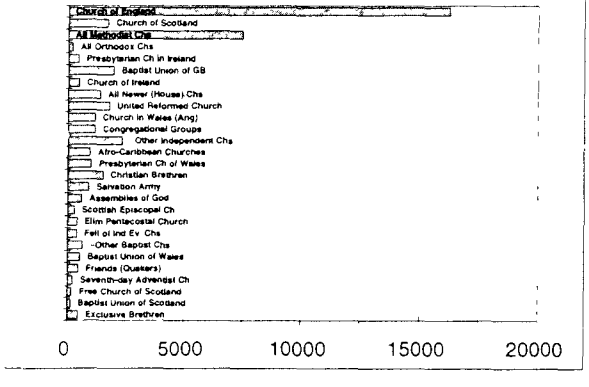
COMPOSITE GRAPH OF GROWTH
12 DENOMINATIONS
1964–1978
Members and Churches



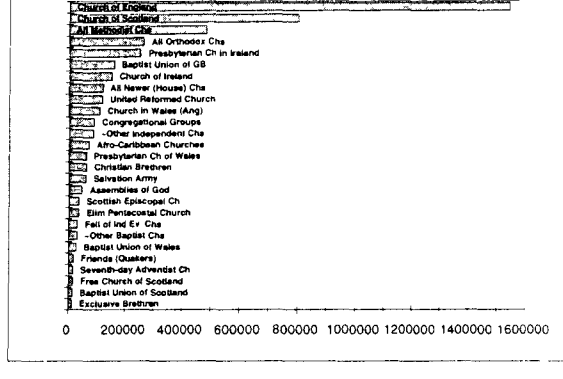
So. Baptist	C&MA	Foursquare
Conserv. Baptist	Adventist	Nazarene
Convention Baptist	Assembly of God	Wesleyan
March of Faith	IEMELIF	Free Methodist

UNITED KINGDOM

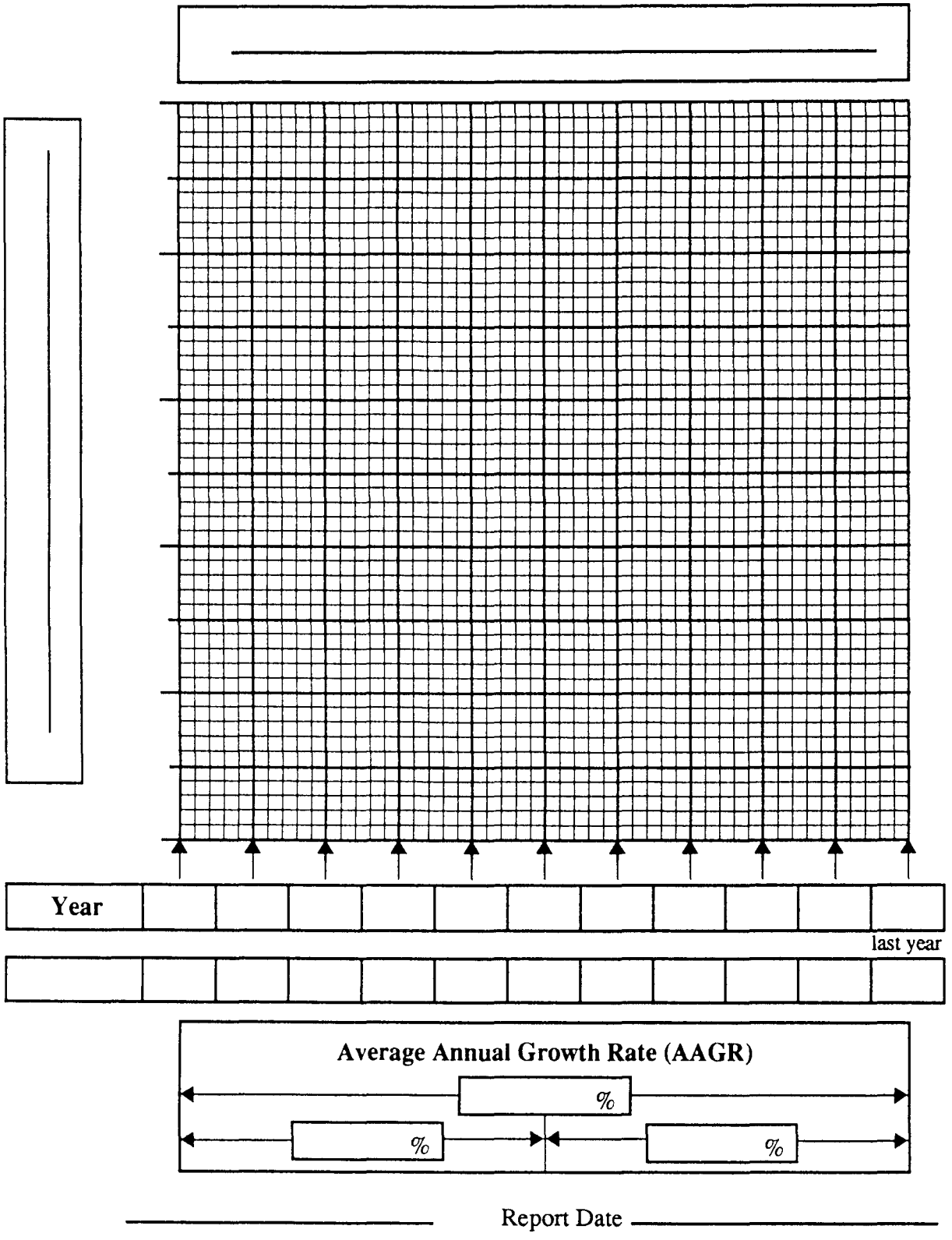
CONGREGATIONS 1990



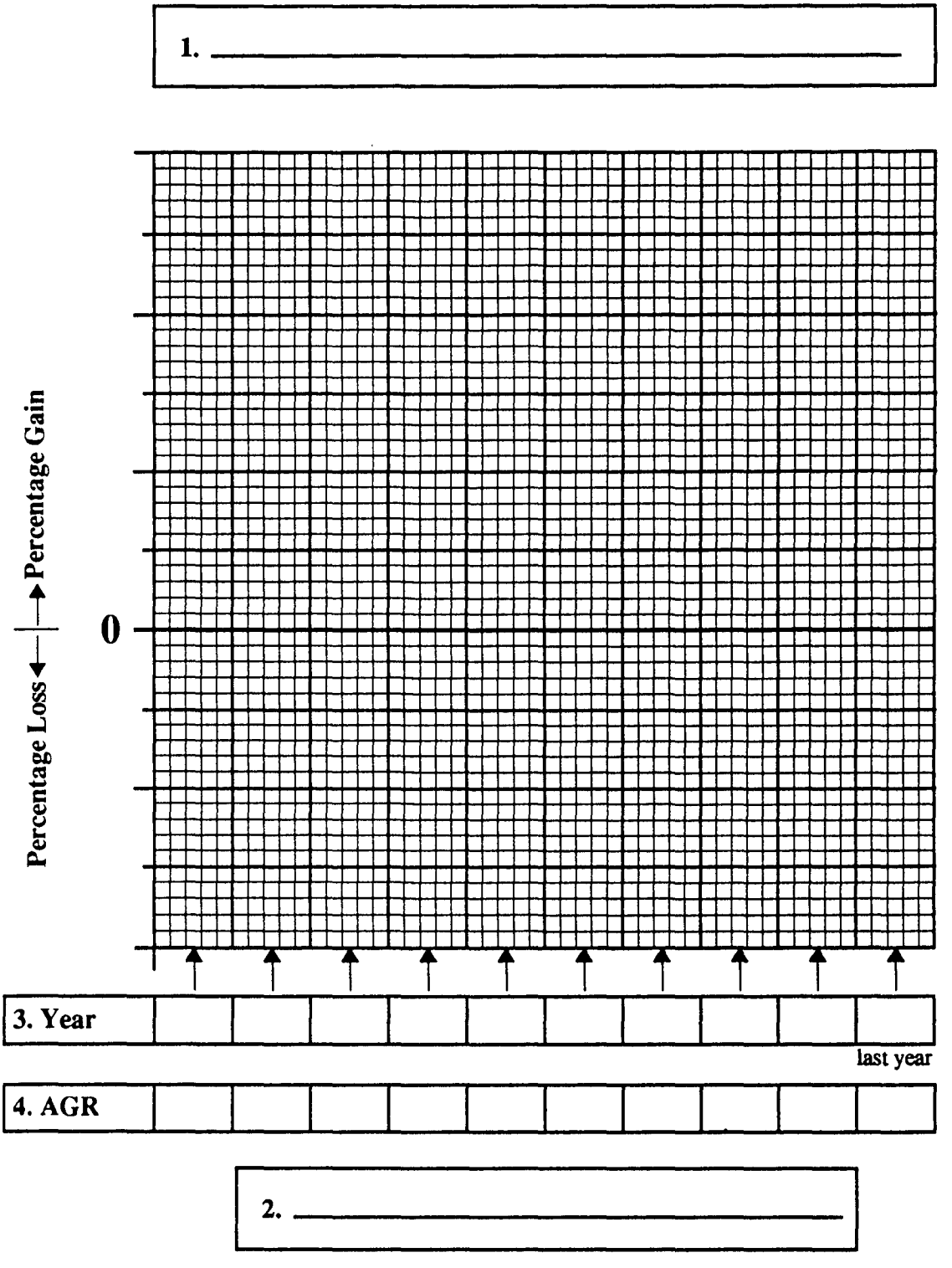
MEMBERSHIP 1990



Graph 1.

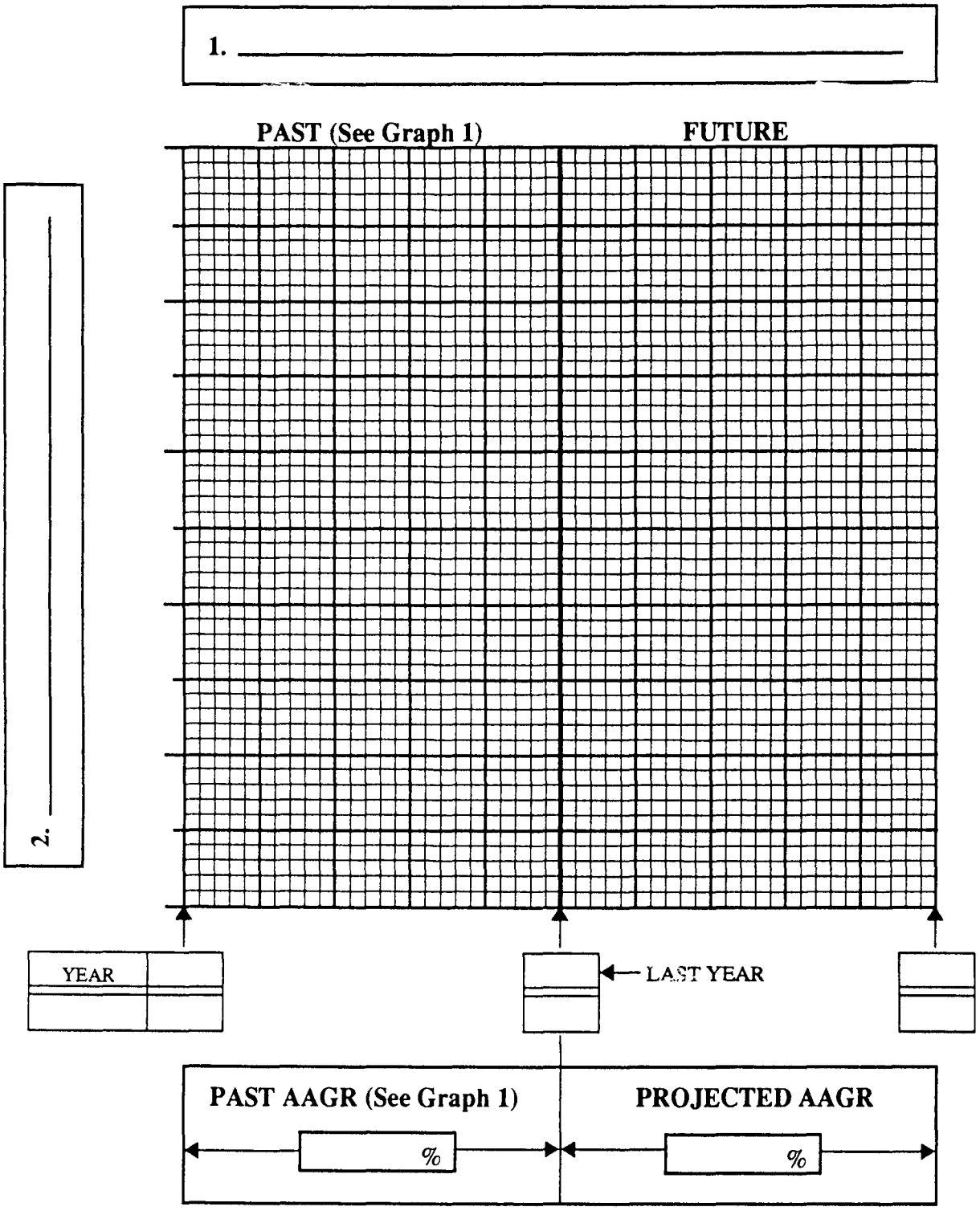


Graph 2.

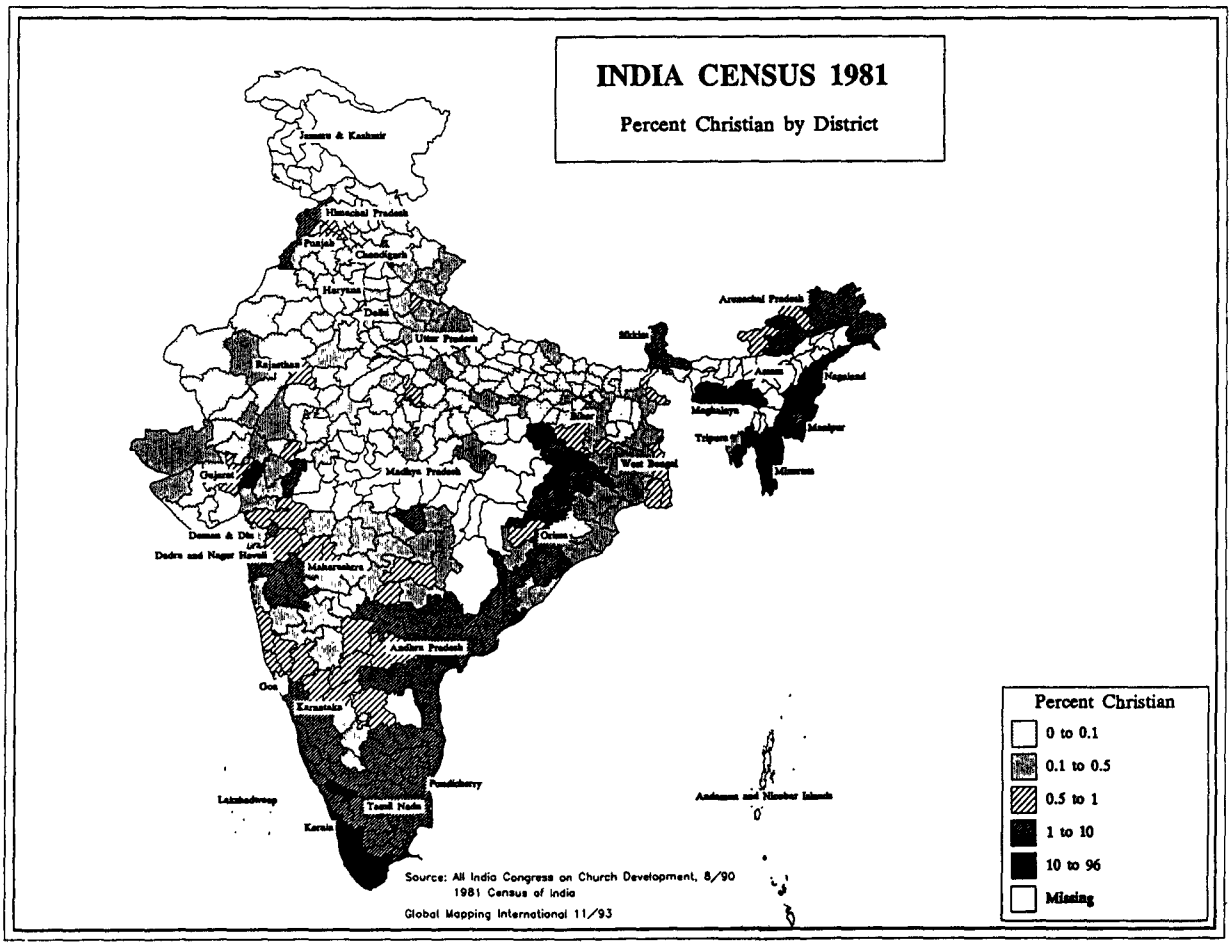


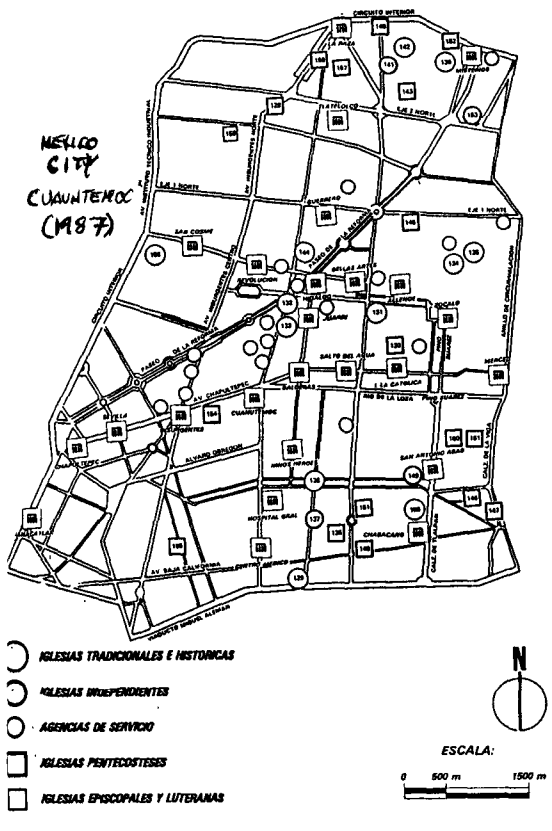
Country _____ Report Date _____

Graph 3.



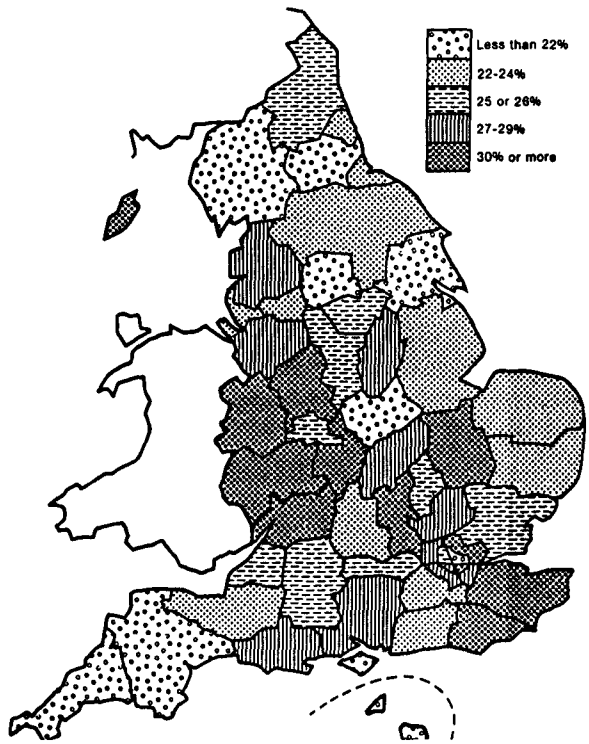
Country _____ Report Date _____





'CHRISTIAN' ENGLAND

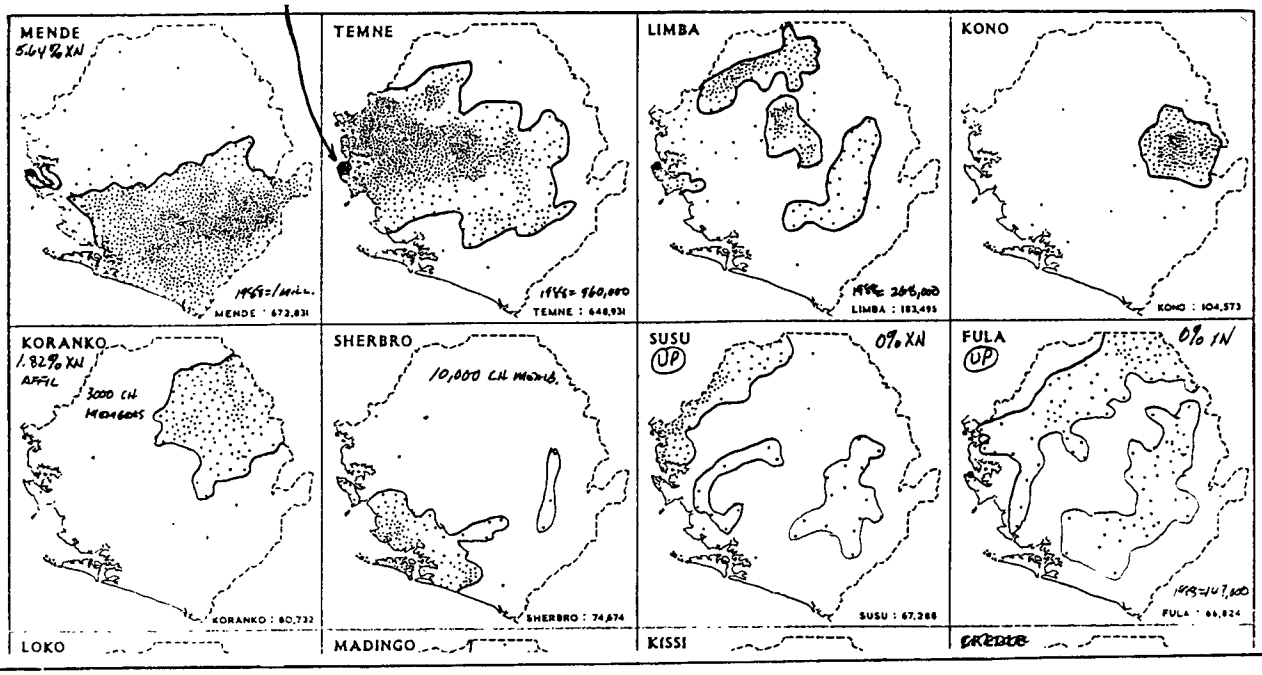
Figure 25: Percentage of growing churches 1985-1989



The People Groups of Sierra Leone, West Africa

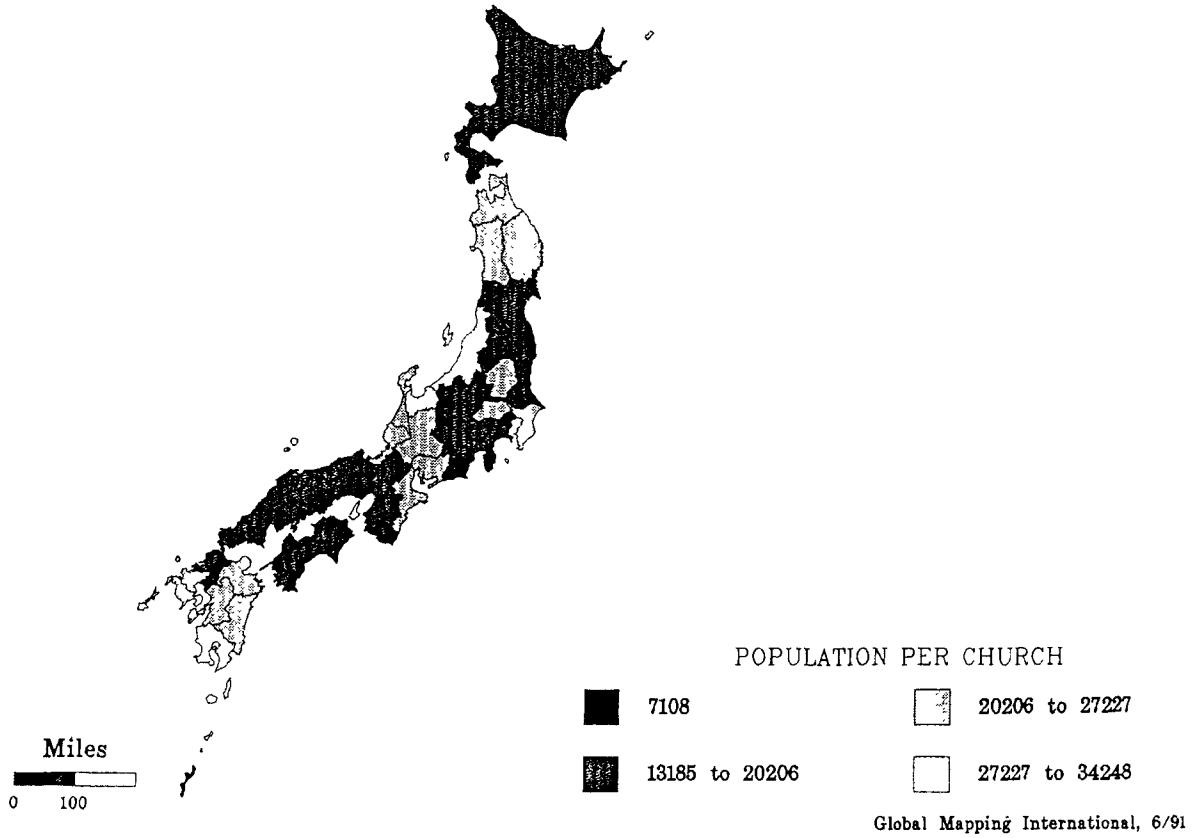
1988

(Note: See Appendix "C", p.2 for data table on these groups))



JAPAN

POPULATION PER CHURCH – 1989



Global Mapping International, 6/91

PROVINCE DATA SUMMARY

PAGE___ OF ___

COUNTRY_____

DATA YEAR_____

#	PROVINCE (STATE/DEPT/COUNTY/PREFECTURE)	ID PROV/ST DEP'T	POPULATION	AREA (KM)	NUMBER OF VILLAGES	VILLAGES NO CHURCH	NBR MEGA CITIES	CITIES > 50k	CHURCH/ CONG.	AVERAGE WORSHIP ATTENDANCE	BAPTIZED MEMBERS	MEMBERS % of POP	AVERAGE CONGREG. SIZE	% XN ADHERANTS
	PRVNAM	IDGEO	POPPRV	ARAKM	VILNBR	VILNOCH	MEGCIT	CIT50K	CONG	ATTAVE	MEM	MEMPCT	CONGAVESIZ	CHRPCT
XX	COUNTRY TOTALS	XXX												

IDGEO	=	identification code for this prov/state/dept	**CIT50K**	=	number of cities 50,000 pop or greater-this area	**MEMPCT**	= ABM divided by area population-to get %
VILLNBR	=	number of villages in this prov/state/dept	**CONG**	=	congregations/churches/worship centers	**CHAVESIZ**	= average church size-this area
VILLNOCH	=	number of villages with no church-this area	**ATTAVE**	=	average worship service attendance	**CHRPCT**	= percent of area pop considered "Christian" (including nominals)
MEGCIT	=	number of cities 1 million or greater pop-this area	**MEM**	=	number of active baptized members		

F-1

ORGANIZATION DATA SUMMARY

(COUNTRY)

PAGE___ OF ___

DATA YEAR _____

GEO REGION_____

#	ORGANIZATION NAME (ORGNAM)	ORG ABBR (ORGABB)	BEGIN YEAR (this area) (BEGYR)	ECCL TRADN (Bapt/Pent/Meth/ Pres/Indep/etc) (ECCTRAD)	ORGANIZ'D CHURCHES (CONG)	PREACH POINTS (PP)	AVERAGE ATTEND (REGULAR) (ATTAVE)	MEMBERS ACTIVE (MEM)	MEMBERS ON ROLL (MEMROL)	ORDAINED PASTORS (PASORD)	LAY PAST (PASLAY)	AVE CHUR. SIZE MEM over CONG (CONGAVESIZ)	BAPTISMS PAST YR (BAP)
XX	TOTALS												

Notes:

F-2

PEOPLE GROUP DATA SUMMARY

(COUNTRY)

PAGE___ OF ___

DATA YEAR_____

GEO REGION _____

#	PEOPLE GROUP	ETH CODE	LANGUAGE	POP	TRAN STAT	CHURCH'S	MEMBERS	AVE. ATTEND	MEMB % POP	POP PER CH RATIO	WORK AMONG	PAS-TORS	% "CHR"
CODE	PPLNAM	ETHCOD	LAN	PPLPOP	TRASTA	CONG	MEM	ATTAVE	MEMPCT	POPPERCONG	WRKAMG	PAS	CHRPCT
XX	TOTALS	XX											

ETHCOD = Ethnologue language code
POP = Population of this group in this country
CONG = Congregations/churches/worship centers
MEM = Adult Baptized Members
POPPERCH = Group population divided by number of churches
WRKAMG = number of organizations "working among" group
TRASTA = Scripture translation status (Bib=Bible, NT=New Testament, Por=Portions, No=no scripture in lang.)
CHRPCT = Percent Christian (including nominals)

PEOPLE GROUP STATUS

(COUNTRY)

PAGE___ OF ___

DATA YEAR_____

GEO REGION_____

Item #	PEOPLE GROUP	ETH CODE	LANGUAGE	POP	BIB	NEW TEST.	POR-TION	CASS	RADIO BCST	JESUS FILM	OTHR FILM	LIT.	CH'S	BEL	WRK AMNG	TAR-GET'D	ADOPT
	PPLNAM	ETHCOD	LAN	PPLPOP	BIB	NT	POR	CASS	RADBCST	FLMJES	FLMOTH	LIT	CH	BEL	WRKAMG	TAR	ADO
XX	TOTALS	XXX	XXX														

ETHCOD = Ethnologue code (3
LIT = Literature available?
CH'S = Churches in group?
BEL = Believers in group?
WRKAMG = Work in group?
TAR = Group targeted?
ADO = Group is adopted?

Place "Y" in the above columns where the answer/condition = "YES". Add the number of "Y's" in each column and place this number in the bottom "TOTALS" box for that column.

F-4

[redacted]Form "L[redacted]" rw 10[redacted]Informa[redacted]ategy M[redacted]Append[redacted]

PEOPLE GROUP - ORGANIZATION DATA SUMMARY

(COUNTRY)

PAGE ___ OF ___

DATA YEAR _____

GEO REGION _____

	ORGANIZATION NAME (ORGNAM)	TOTAL CHURCH'S	TOTAL MEMBERS	PEOPLE GROUPS											
		CONGTOT	MEMTOT	CONG	MEM	CONG	MEM	CONG	MEM	CONG	MEM	CONG	MEM	CONG	MEM
XX	TOTALS														

Notes:

F-5

URBAN DATA SUMMARY

CITY/URBAN AREA _____

COUNTRY_____

PAGE___ OF ___

DATA YEAR_____

#	ZONE/DISTRICT (CENSUS DIST, PLANNING ZONE, ETC.)	ID ZONE	POPULATION	AREA (KM)	ETHN0-LINGUIST. GROUPS (NBR)	ZONES NO CHURCH	MAJOR. RELIG. (NAME)	CHURCH/ CONG. (NBR)	AVERAGE WORSHIP ATTENDANCE	BAPTIZED MEMBERS (NBR)	MEMBERS % of POP	AVERAGE CONGREG. SIZE	POP PER CONG RATIO
	ZONENAM	IDZON	POPZON	ARAKM	ETHGRP	ZONNOCH	RELMAJ	CONG	ATTAVE	MEM	MEMPCT	CHAVESIZ	POPPERCH
XX	URBAN AREA TOTALS	XXX											

IDGEO = identification code for this prov/state/dept
ETHGRP = number of ethnoliguistic (language) groups
VILLNOCH = number of zones with no church
RELMAJ = majority religion this zone

CONG = totalcongregations/churches/worship centers
ATTAVE = average worship service attendance
MEM = number of active baptized members
MEMPCT = ABM divided by area population-to get %

CHAVESIZ = average church/cong size-this zone
POPPERCH = ratio of population per church

F-6

PROJECT PLANNING SHEET

PROJECT: _____

DATE PREPARED: _____

DESCRIPTION	Ref	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
RESOURCE													
PERSONNEL-FULL TIME													
" -PART TIME													
BUDGET													
MATERIALS													
EQUIPMENT													
FACILITIES													

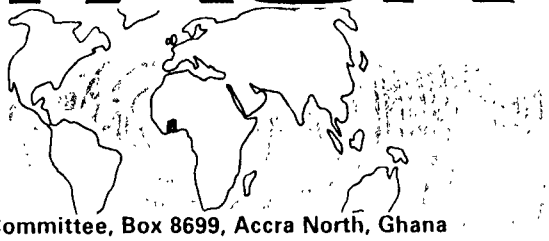
ISM PLANNING SHEET OCTOBER 1994 RW

***The TASK*--Periodical of Ghana**
(Ghana Evangelism Committee)

Issue No. 2 October-December 1988

THE TASK

Mobilizing the churches of Ghana to Disciple a whole Nation and beyond.



Published by the Ghana Evangelism Committee, Box 8699, Accra North, Ghana

WHAT WOULD AN EVANGELIZED GHANA LOOK LIKE?

What must be done to evangelize Ghana? If we were to ask a number of Christians we would probably get answers like "We must preach the gospel to everyone....All must hear the gospel....We must take the gospel to every village.... We must reach every tribe...." and so on.

Before seeking to determine which, if any, of the answers is correct, let us look at the people of Ghana. How many are there? Where do they live? How do they live? Are they all alike?

THE CURRENT SITUATION

Our current population is 13,700,000 Sixty eight percent, or over 9 million, live in thousands of rural towns and villages; the remaining 4 million live in 190 towns and cities of 5,000 or more people Although we are all black we speak no less than 100 different languages - 60 or more indigenous and 30-40 from other African countries.

Now let's return to our question. What would an evangelized Ghana look like? How will Ghana be evangelized?

The basic unit of our society is the rural village or town with a population of fewer than 1,000 people. In each village the inhabitants hold many things in common: language, including dialect; a subsistent standard of living; and fear of spirits, of sickness and death. Everyone knows everyone else. There is also a web of family and other relationships that link the villagers to surrounding villages.

ESTABLISH A GROUP OF BELIEVERS

Now let us establish within that village, one or more active witnessing groups of believers - local churches.

Groups of 50 or 60 men, women and children who meet for worship, to study the Bible and pray together. Men and women whose lives have been set free from social evils and the fear of witches and evil spirits. Men and women who have had a life changing encounter with Jesus Christ and whose great desire is to share their experience with all their fellow villagers.

What can we expect to happen in this village? We can expect the message of Jesus Christ to be known. It can be seen and heard by all - in their own language, from their own people and in their own cultural and economic setting. Every villager would have the opportunity to hear and respond to the gospel.

We can also expect those who respond to the gospel to join a group of believers, where they are discipled and become part of a continuing witness in the village and beyond.

EVANGELIZED TOWNS AND VILLAGES

When this happens we can say that:

- All are being given an opportunity to respond to the gospel;
- All who respond have a church to disciple them;
- The village or community has an indigenous church.

The village or town has been evangelized!

Repeat this in every village, town, urban neighbourhood and minority ethnic community in the Nation and what do we have? An evangelized Ghana. A discipled Nation.

- An active witnessing church in every village, town, urban neighbourhood and ethnic community.
- A church for every geographical grouping of 300 to 1,000 people
- A viable church within geographical and socio-cultural reach of everyone.

This is the vision the *Ghana Evangelism Committee* would have shared.

Research Notes from the Phillipines

research notes

A QUARTERLY BULLETIN OF PHILIPPINE CRUSADES MINISTRIES

Vol. 5, No. 3 P.O. Box 1416, Manila July-September, 1987

CHURCH MAPPING PINPOINTS VITAL NEEDS

by Jeanie Curryer

In cooperation with DAWN 2000 and its goal of seeing a church in every barangay by the year 2000, Philippine Crusades completed an exhaustive survey of the Christian churches in Metro Manila in 1985. When this information was placed on maps for each municipality and city in Metro Manila the results were both enlightening and challenging.

When each church in a given area was plotted on a map, it became very clear where new churches need to be planted. The challenge mounted as each map was completed, and it became obvious that there were many more needy, unchurched areas in Metro Manila than anyone had imagined.

Last year Mindanao Challenge, a division of Philippine Crusades, completed a similar survey for Davao City. Again, the results were revealing. The survey showed that Davao City has 365 churches. With a 1985 population of 809,797, Davao has one church for every 2,219 persons.

In some ways this is an encouraging statistic as many feel that the ideal church to population ratio is 1:1000. But even with the relatively low ratio of 1:2,219, Davao City needs 450 additional churches before achieving a 1:1000 ratio. If such a ratio were realized, it would still mean that each church in Davao would be responsible for reaching 1,000 people. To do this it would mean that each church would have to grow seven times.

Based on the current average size of churches in Davao which is 130 members, the total membership is approximately 47,450 or 5.8% of the population in Davao City. Even if 450 additional churches were planted, the total evangelical church membership would still represent just 13% of the population.

More specifically the survey showed that of the 164 barangays in Davao 51 have no evangelical church. One of the neediest districts proved to be the Poblacion with 12 out of 40 barangays still lacking a church. In addition, five of the ten barangays given below in the "Ten Neediest Barangays With No Church" list are in the Poblacion. Also, six of the "Ten Neediest Barangays With One Church" are in this district.

These facts make it very clear that many more churches still need to be started in Davao City. Considering this, it is interesting to note that Davao is 5.7 times more evangelized than Metro Manila. The 1985 Metro Manila church survey revealed 677 churches or a church to population ratio of 1:12,555, based on the Population Commission's 1985 figure for Metro Manila of 8.5 million. Roughly speaking, Manila needs more than ten times its present number of Christian churches or about 7,000 to reach even a 1:1200 ratio.

(Turn to next page)

GREATER DAVAO DISTRICTS

TEN NEEDIEST BARANGAYS WITH NO CHURCH

BARANGAY/MUNICIPALITY	POPULATION
1 Barangay 37D Poblacion	7,210
2 Barangay 31D Poblacion	6,436
3 Lubogan, Toril	5,922
4 Barangay 15B Poblacion	4,934
5 Lizada, Toril	4,208
6 Bago Oshiro Tugbok	3,851
7 Manuel Guianga, Tugbok	3,812
8 Colosas Paquibato	3,681
9 Barangay 33D, Poblacion	3,556
10 Barangay 6A Poblacion	3,230

TEN NEEDIEST BARANGAYS WITH ONE CHURCH

BARANGAY/MUNICIPALITY	POPULATION
1 Catalunan Pequeno, Talomo	14,243
2 Barangay 19B, Poblacion	13,795
3 Bago Gallera, Talomo	8,691
4 Barangay 8A, Poblacion	7,795
5 Catalunan Grande, Talomo	6,594
6 Barangay 21C, Poblacion	6,200
7 Tigatto, Buhangin	5,526
8 Barangay 5A, Poblacion	5,434
9 Barangay 32D, Poblacion	4,217
10 Barangay 2A Poblacion	3,780

Though the National Initiative may develop differently in various parts of the world there are certain characteristics that will be common to most if not all.

1. **A visionary and proactive servant leader, or leaders,** with the gifting and call from God to translate vision into reality through effectively sharing the vision, and catalyzing a response resulting in mobilizing of the Body of Christ.

2. **A coordinating/facilitating team or committee (or committees)** representing a wide spectrum of the Body of Christ and having as its (their) focus the mobilization of the Church towards achieving the vision and goals expressed below.

3. **A clear statement of vision and purpose,** providing the "lodestar" for the initiative, for example, *"The knowledge of the glory of the Lord shall fill the earth as the waters cover the see."* Habakkuk 2:14. Or, *"to see Jesus Christ incarnate showing forth His attributes of love, glory and power in every segment of society."*

4. **Clearly defined measurable goals** which, when reached will fulfill the vision and purpose:

   a) *the establishing of, as a minimum, a pioneer church planting movement within every unreached people group.*

   b) the establishing of congregations of believers within practical and cultural distance of every person in every class, kind and condition of society; see these congregations penetrating and saturating every neighborhood with the transforming love, care, truth, forgiveness and power of Jesus Christ.

5. **Initial assessment** survey of both, the Harvest Field and Harvest Force showing what is currently being done, and what is yet to be done regarding statusing the progress towards reaching the above goals; statusing evangelism and presence and growth of churches in every area and people.

6. **Consultations and Congress,** whereby the primary denomination, local church and parachurch leaders gather to consider their commitment to, and completion of, the unfinished task in the nation in the light of the foregoing initial assessment and measurable goals. Any number of consultations can be held at various levels, and in various regions leading up to and following a congress. Congresses, where goals are enacted, should be held periodically (e.g. bi-annually) for information, goal updating and planning.

7. **Goal setting and ownership**. Delegations attending a congress will individually and collectively consider and commit to enacting specific measurable goals for pioneer and saturation church planting.

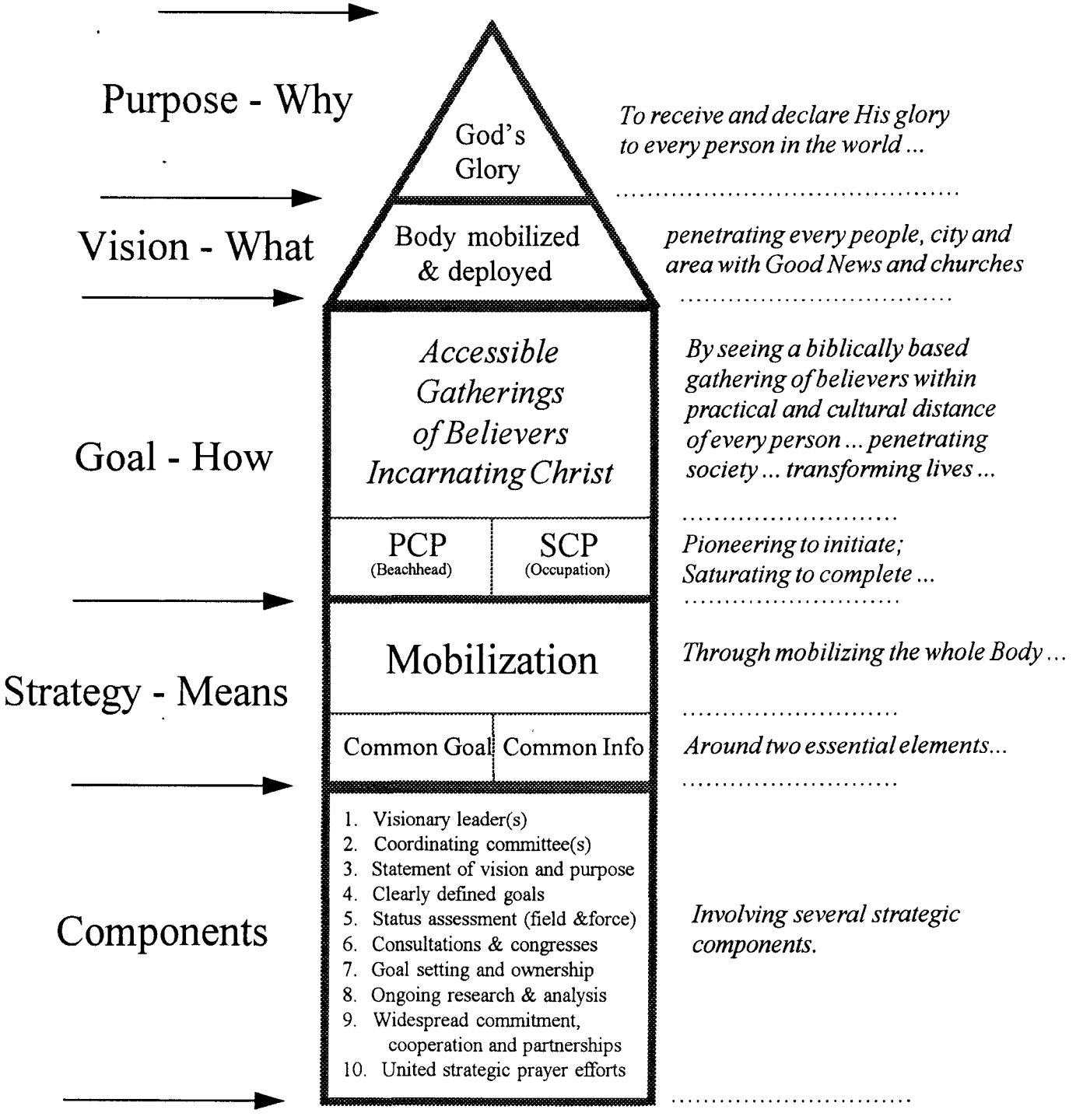
8. **Ongoing research and analysis.** A permanent research and information function (PRIF) providing the Body of Christ with accurate, up-to-date information on the Harvest Field and Harvest Force needed for strategy and planning, and for evaluation of progress and effectiveness.

9. **Widespread participation and cooperation.** A commitment by a broad spectrum of denominational leaders, pastors, mission agency leaders, and ministry executives to participation and cooperation in pursuing the vision and goals. A commitment to mobilizing their bodies/constituencies for involvement in pursuing the vision and goals is fundamental to the success of the national initiative.

10. **United prayer efforts.** A concerted extraordinary emphasis and involvement in personal and corporate prayer. A recognition that the real battle is a spiritual battle, being fought in the heavenlies.

NATIONAL STRATEGY INITIATIVES

For SaturationChurch Planting



Bob Waymire, October 1995

1. Montgomery, Jim. DAWN 2000: 7 Million Churches To Go--The Personal Story of the DAWN Strategy. (William Carey Library: Pasadena, CA., 1989),

2. McGavran, Donald A. Understanding Church Growth. Fully Revised. (Eerdmans Publishing Co.: Grand Rapids, MI., 1980)

3. Wingerd, Roy A. Jr. DAWN Research Handbook Principles and Process of Research for A DAWN Project. (DAWN Ministries, Colorado Springs, CO., 1992)

4. Waymire, Bob and Wagner, C. Peter. The Church Growth Survey Handbook. A step-by-step Workbook, 3rd ed. (O.C. International Publication: Colorado Springs, CO., 1984)

5. Waymire, Bob. The National Research Mobilization Handbook. Establishing and Facilitating National Research Functions, Information Centers & Resources, Information-Sharing Networks. (LIGHT International: PO Box 368, Etna, CA., 1994)

6. Gbade, Niyi, et. al. A Nation to Win: Nigeria National Survey, Vol. 1. "Searchlight Project". (Nigerian Evangelical Missions Association, Baraka Press: Kaduna, Nigeria, 1989)

7. Smith, Ebbie C. A Manual for Church Growth Surveys. (William Carey Library: Pasadena, CA., 1976)

8. Campbell, Ross preparer. "Mission Research Methodology" Notes for TEAM Conference. (Ghana Evangelism Committee: Accra, Ghana, April, 1990)

9. Montgomery, Jim. "God's Hour for Guatemala" an English excerpt from the Spanish version of La Hora De Dios Para Guatemala. (SEPAL, eds. Guatemala, 1983, DAWN Ministries: San Jose/ Pasadena, CA., 1986)

10. Montgomery, Jim. and McGavran, Donald A. The Discipling of a Nation. Story of DAWNbeginnings in the Philippines. Global Church Growth Bulletin: Santa Clara, CA., 1980 (Available from: DAWN Ministries, 7899 Lexington, Ste 200B, Colorado Springs, CO 80906 USA)

11. Otis, George, Jr. The Last of the Giants: Lifting the Veil on Islam and the End Times. Fleming Revell Co.: Tarrytown, NY., 1991

12. Shenk, David and Stutzman, Ervin. Creating Communities of the Kingdom: New Testament Models of Church Planting. Herald Press: Scottsdale, PA., 1988

L/B	%INCR	← Years → 1	2	3	4	5	6	7	8	9	10	15	20	25	50	75
1.01	1%	1.00%	0.50%	0.33%	0.25%	0.20%	0.17%	0.14%	0.12%	0.11%	0.10%	0.07%	0.05%	0.04%	0.02%	0.01%
1.02	2%	2.00%	1.00%	0.66%	0.50%	0.40%	0.33%	0.28%	0.25%	0.22%	0.20%	0.13%	0.10%	0.08%	0.04%	0.03%
1.04	4%	4.00%	1.98%	1.32%	0.99%	0.79%	0.66%	0.56%	0.49%	0.44%	0.39%	0.26%	0.20%	0.16%	0.08%	0.05%
1.05	5%	5.00%	2.47%	1.64%	1.23%	0.98%	0.82%	0.70%	0.61%	0.54%	0.49%	0.33%	0.24%	0.20%	0.10%	0.07%
1.06	6%	6.00%	2.96%	1.96%	1.47%	1.17%	0.98%	0.84%	0.73%	0.65%	0.58%	0.39%	0.29%	0.23%	0.12%	0.08%
1.08	8%	8.00%	3.92%	2.60%	1.94%	1.55%	1.29%	1.11%	0.97%	0.86%	0.77%	0.51%	0.39%	0.31%	0.15%	0.10%
1.10	10%	10.00%	4.88%	3.23%	2.41%	1.92%	1.60%	1.37%	1.20%	1.06%	0.96%	0.64%	0.48%	0.38%	0.19%	0.13%
1.12	12%	12.00%	5.83%	3.85%	2.87%	2.29%	1.91%	1.63%	1.43%	1.27%	1.14%	0.76%	0.57%	0.45%	0.23%	0.15%
1.14	14%	14.00%	6.77%	4.46%	3.33%	2.66%	2.21%	1.89%	1.65%	1.47%	1.32%	0.88%	0.66%	0.53%	0.26%	0.17%
1.16	16%	16.00%	7.70%	5.07%	3.78%	3.01%	2.50%	2.14%	1.87%	1.66%	1.50%	0.99%	0.74%	0.60%	0.30%	0.20%
1.18	18%	18.00%	8.63%	5.67%	4.22%	3.37%	2.80%	2.39%	2.09%	1.86%	1.67%	1.11%	0.83%	0.66%	0.33%	0.22%
1.20	20%	20.00%	9.54%	6.27%	4.66%	3.71%	3.09%	2.64%	2.31%	2.05%	1.84%	1.22%	0.92%	0.73%	0.37%	0.24%
1.25	25%	25.00%	11.80%	7.72%	5.74%	4.56%	3.79%	3.24%	2.83%	2.51%	2.26%	1.50%	1.12%	0.90%	0.45%	0.30%
1.30	30%	30.00%	14.02%	9.14%	6.78%	5.39%	4.47%	3.82%	3.33%	2.96%	2.66%	1.76%	1.32%	1.05%	0.53%	0.35%
1.35	35%	35.00%	16.19%	10.52%	7.79%	6.19%	5.13%	4.38%	3.82%	3.39%	3.05%	2.02%	1.51%	1.21%	0.60%	0.40%
1.40	40%	40.00%	18.32%	11.87%	8.78%	6.96%	5.77%	4.92%	4.30%	3.81%	3.42%	2.27%	1.70%	1.35%	0.68%	0.45%
1.45	45%	45.00%	20.42%	13.19%	9.73%	7.71%	6.39%	5.45%	4.75%	4.21%	3.79%	2.51%	1.88%	1.50%	0.75%	0.50%
1.50	50%	50.00%	22.47%	14.47%	10.67%	8.45%	6.99%	5.96%	5.20%	4.61%	4.14%	2.74%	2.05%	1.64%	0.81%	0.54%
1.55	55%	55.00%	24.50%	15.73%	11.58%	9.16%	7.58%	6.46%	5.63%	4.99%	4.48%	2.96%	2.22%	1.77%	0.88%	0.59%
1.60	60%	60.00%	26.49%	16.96%	12.47%	9.86%	8.15%	6.94%	6.05%	5.36%	4.81%	3.18%	2.38%	1.90%	0.94%	0.63%
1.65	65%	65.00%	28.45%	18.17%	13.33%	10.53%	8.70%	7.42%	6.46%	5.72%	5.14%	3.39%	2.54%	2.02%	1.01%	0.67%
1.70	70%	70.00%	30.38%	19.35%	14.19%	11.20%	9.25%	7.88%	6.86%	6.07%	5.45%	3.60%	2.69%	2.15%	1.07%	0.71%
1.75	75%	75.00%	32.29%	20.51%	15.02%	11.84%	9.78%	8.32%	7.25%	6.42%	5.76%	3.80%	2.84%	2.26%	1.13%	0.75%
1.80	80%	80.00%	34.16%	21.64%	15.83%	12.47%	10.29%	8.76%	7.62%	6.75%	6.05%	4.00%	2.98%	2.38%	1.18%	0.79%
1.85	85%	85.00%	36.01%	22.76%	16.63%	13.09%	10.80%	9.19%	8.00%	7.07%	6.35%	4.19%	3.12%	2.49%	1.24%	0.82%
1.90	90%	90.00%	37.84%	23.86%	17.41%	13.70%	11.29%	9.60%	8.35%	7.39%	6.63%	4.37%	3.26%	2.60%	1.29%	0.86%
1.95	95%	95.00%	39.64%	24.93%	18.17%	14.29%	11.77%	10.01%	8.71%	7.70%	6.91%	4.55%	3.40%	2.71%	1.34%	0.89%
2.00	100%	100.00%	41.42%	25.99%	18.92%	14.87%	12.25%	10.41%	9.05%	8.01%	7.18%	4.73%	3.53%	2.81%	1.40%	0.93%
2.05	105%	105.00%	43.18%	27.03%	19.66%	15.44%	12.71%	10.80%	9.39%	8.30%	7.44%	4.90%	3.65%	2.91%	1.45%	0.96%
2.10	110%	110.00%	44.91%	28.06%	20.38%	16.00%	13.16%	11.18%	9.72%	8.59%	7.70%	5.07%	3.78%	3.01%	1.49%	0.99%
2.15	115%	115.00%	46.63%	29.07%	21.09%	16.54%	13.61%	11.56%	10.04%	8.88%	7.96%	5.24%	3.90%	3.11%	1.54%	1.03%
2.20	120%	120.00%	48.32%	30.06%	21.79%	17.08%	14.04%	11.92%	10.36%	9.16%	8.20%	5.40%	4.02%	3.20%	1.59%	1.06%
2.25	125%	125.00%	50.00%	31.04%	22.47%	17.61%	14.47%	12.28%	10.67%	9.43%	8.45%	5.56%	4.14%	3.30%	1.64%	1.09%
2.30	130%	130.00%	51.66%	32.00%	23.15%	18.13%	14.89%	12.64%	10.97%	9.70%	8.69%	5.71%	4.25%	3.39%	1.68%	1.12%
2.35	135%	135.00%	53.30%	32.95%	23.81%	18.64%	15.30%	12.98%	11.27%	9.96%	8.92%	5.86%	4.36%	3.48%	1.72%	1.15%
2.40	140%	140.00%	54.92%	33.89%	24.47%	19.14%	15.71%	13.32%	11.56%	10.22%	9.15%	6.01%	4.47%	3.56%	1.77%	1.17%
2.45	145%	145.00%	56.52%	34.81%	25.11%	19.63%	16.11%	13.66%	11.85%	10.47%	9.37%	6.16%	4.58%	3.65%	1.81%	1.20%
2.50	150%	150.00%	58.11%	35.72%	25.74%	20.11%	16.50%	13.99%	12.14%	10.72%	9.60%	6.30%	4.69%	3.73%	1.85%	1.23%
2.55	155%	155.00%	59.69%	36.62%	26.37%	20.59%	16.88%	14.31%	12.41%	10.96%	9.81%	6.44%	4.79%	3.82%	1.89%	1.26%
2.60	160%	160.00%	61.25%	37.51%	26.98%	21.06%	17.26%	14.63%	12.69%	11.20%	10.03%	6.58%	4.89%	3.90%	1.93%	1.28%
2.65	165%	165.00%	62.79%	38.38%	27.59%	21.52%	17.64%	14.94%	12.96%	11.44%	10.24%	6.71%	4.99%	3.98%	1.97%	1.31%
2.70	170%	170.00%	64.32%	39.25%	28.19%	21.98%	18.00%	15.25%	13.22%	11.67%	10.44%	6.85%	5.09%	4.05%	2.01%	1.33%
2.75	175%	175.00%	65.83%	40.10%	28.78%	22.42%	18.36%	15.55%	13.48%	11.90%	10.65%	6.98%	5.12%	4.13%	2.04%	1.36%
2.80	180%	180.00%	67.33%	40.95%	29.36%	22.87%	18.72%	15.85%	13.74%	12.12%	10.84%	7.11%	5.28%	4.20%	2.08%	1.38%
2.85	185%	185.00%	68.82%	41.78%	29.93%	23.30%	19.07%	16.14%	13.99%	12.34%	11.04%	7.23%	5.38%	4.28%	2.12%	1.41%
2.90	190%	190.00%	70.29%	42.60%	30.50%	23.73%	19.42%	16.43%	14.24%	12.56%	11.23%	7.36%	5.47%	4.35%	2.15%	1.43%
2.95	195%	195.00%	71.76%	43.42%	31.06%	24.16%	19.76%	16.71%	14.48%	12.77%	11.42%	7.48%	5.56%	4.42%	2.19%	1.45%
3.00	200%	200.00%	73.21%	44.22%	31.61%	24.57%	20.09%	16.99%	14.72%	12.98%	11.61%	7.60%	5.65%	4.49%	2.22%	1.48%
3.20	220%	220.00%	78.89%	47.36%	33.75%	26.19%	21.39%	18.08%	15.65%	13.80%	12.33%	8.06%	5.99%	4.75%	2.35%	1.56%
3.40	240%	240.00%	84.39%	50.37%	35.79%	27.73%	22.63%	19.10%	16.53%	14.57%	13.02%	8.50%	6.31%	5.02%	2.43%	1.65%
3.60	260%	260.00%	89.74%	53.26%	37.74%	29.20%	23.80%	20.08%	17.36%	15.30%	13.67%	8.91%	6.61%	5.26%	2.59%	1.72%
3.80	280%	280.80%	94.94%	56.05%	39.62%	30.60%	24.92%	21.01%	18.16%	15.99%	14.28%	9.31%	6.90%	5.49%	2.71%	1.80%
4.00	300%	300.00%	100.00%	58.74%	41.42%	31.95%	25.99%	21.90%	18.92%	16.65%	14.87%	9.68%	7.18%	5.70%	2.81%	1.87%
4.20	320%	320.00%	104.94%	61.34%	43.16%	33.24%	27.02%	22.75%	19.65%	17.29%	15.43%	10.04%	7.44%	5.91%	2.91%	1.93%
4.40	340%	340.00%	109.76%	63.86%	44.83%	34.49%	28.01%	23.57%	20.35%	17.89%	15.97%	10.38%	7.69%	6.11%	3.01%	2.00%
4.60	360%	360.00%	114.48%	66.31%	46.45%	35.69%	28.96%	24.36%	21.02%	18.48%	16.49%	10.71%	7.93%	6.29%	3.10%	2.06%
4.80	380%	380.00%	119.09%	68.69%	48.02%	36.85%	29.88%	25.12%	21.66%	19.04%	16.98%	11.02%	8.16%	6.48%	3.19%	2.11%
5.00	400%	400.00%	123.61%	71.00%	49.53%	37.97%	30.77%	25.85%	22.28%	19.58%	17.46%	11.33%	8.38%	6.65%	3.27%	2.17%
5.50	450%	450.00%	134.52%	76.52%	53.14%	40.63%	32.86%	27.38%	23.75%	20.85%	18.59%	12.04%	8.90%	7.06%	3.47%	2.30%
6.00	500%	500.00%	144.95%	81.71%	56.51%	43.10%	34.80%	29.17%	25.10%	22.03%	19.62%	12.69%	9.37%	7.43%	3.65%	2.42%
7.00	600%	600.00%	164.58%	91.29%	62.66%	47.58%	38.31%	32.05%	27.54%	24.14%	21.48%	13.85%	10.22%	8.09%	3.97%	2.63%
8.00	700%	700.00%	182.84%	100.00%	68.18%	51.57%	41.42%	34.59%	29.68%	25.99%	23.11%	14.87%	10.96%	8.67%	4.25%	2.81%
9.00	800%	800.00%	200.00%	108.01%	73.21%	55.18%	44.22%	36.87%	31.61%	27.65%	24.57%	15.78%	11.61%	9.19%	4.49%	2.97%
10.00	900%	900.00%	216.23%	115.44%	77.83%	58.49%	46.78%	38.95%	33.35%	29.15%	25.89%	16.59%	12.20%	9.65%	4.71%	3.12%
11.00	1000%	1000.00%	231.66%	122.40%	82.12%	61.54%	49.13%	40.85%	34.95%	30.53%	27.10%	17.33%	12.74%	10.07%	4.91%	3.25%
16.00	1500%	1500.00%	300.00%	151.98%	100.00%	74.11%	58.74%	48.60%	41.42%	36.08%	31.95%	20.30%	14.87%	11.73%	5.70%	3.77%
21.00	2000%	2000.00%	358.26%	175.89%	114.07%	83.84%	66.10%	54.49%	46.31%	40.25%	35.59%	22.50%	16.44%	12.95%	6.23%	4.14%
26.00	2500%	2500.00%	409.90%	196.25%	125.81%	91.86%	72.12%	59.27%	50.27%	43.62%	38.52%	24.26%	17.69%	13.92%	6.73%	4.44%
31.00	3000%	3000.00%	456.78%	214.14%	135.96%	98.73%	77.24%	63.32%	53.61%	46.46%	40.97%	25.73%	18.73%	14.72%	7.11%	4.69%
36.00	3500%	3500.00%	500.00%	230.19%	144.95%	104.77%	81.71%	66.85%	56.51%	48.91%	43.10%	26.99%	19.62%	15.41%	7.43%	4.89%
41.00	4000%	4000.00%	540.31%	244.82%	153.04%	110.16%	85.69%	69.98%	59.07%	51.08%	44.97%	28.09%	20.40%	16.01%	7.71%	5.08%
46.00	4500%	4500.00%	578.23%	258.30%	160.43%	115.06%	89.29%	72.80%	61.38%	53.02%	46.65%	29.08%	21.10%	16.55%	7.96%	5.24%
51.00	5000%	5000.00%	614.14%	270.84%	167.23%	119.54%	92.57%	75.36%	63.47%	54.79%	48.17%	29.97%	21.72%	17.03%	8.13%	5.38%
61.00	6000%	6000.00%	681.02%	293.65%	179.47%	127.54%	98.41%	79.91%	67.17%	57.90%	50.85%	31.53%	22.82%	17.87%	8.57%	5.63%
71.00	7000%	7000.00%	742.61%	314.08%	190.28%	134.56%	103.49%	83.85%	70.38%	60.58%	53.15%	32.87%	23.76%	18.59%	8.90%	5.85%
81.00	8000%	8000.00%	800.00%	332.67%	200.00%	140.82%	108.01%	87.34%	73.21%	62.95%	55.18%	34.04%	24.57%	19.22%	9.19%	6.03%
91.00	9000%	9000.00%	853.94%	349.79%	208.86%	146.50%	112.08%	90.49%	75.74%	65.07%	57.00%	35.08%	25.30%	19.77%	9.44%	6.20%
101.00	10000 X	******%	904.99%	365.70%	217.02%	151.69%	115.80%	93.34%	78.05%	66.99%	58.65%	36.03%	25.96%	20.27%	9.67%	6.35%

FINDING THE AAGR AND DGR

Step 1: Find AAGR by dividing members (or churches) for "latest" year by "beginning" year members (L/B). In "L/B" column locate the number closest to your answer, then locate the AAGR in the appropriate year column.

Step 2: Convert AAGR to DGR by going to the 10 year column and locate the number you have for AAGR per Step 1 above (or the closest number to it). Once you've located the number, move horizontally across to the left to the "%INCR" column and read the DGR.

Note: If the exact number doesn't appear in the 10 year column, turn to Table B which is an expanded 10 year column. If the exact number is there, read the corresponding DGR. If not, and you want to get the exact number, follow the steps outlined below Table B.

AVERAGE ANNUAL DECLINE RATES

% of Decrease	L/B	2	3	4	5	6	7	8	9	10
-.5%	-.95	-2.5	-1.7	-1.3	-1.0	-.85	-.73	-.64	-.56	-.51
-10%	-.9	-5.1	-3.4	-2.6	-2.1	-1.7	-1.5	-1.3	-1.2	-1.0
-15%	-.85	-7.8	-5.2	-4.0	-3.2	-2.6	-2.3	-2.0	-1.8	-1.6
-20%	-.8	-10.7	-7.1	-5.4	-4.3	-3.6	-3.1	-2.7	-2.5	-2.2
-25%	-.75	-13.6	-9.1	-6.9	-5.6	-4.6	-4.0	-3.5	-3.1	-2.8
-30%	-.7	-16.3	-11.2	-8.5	-6.8	-5.7	-4.9	-4.3	-3.9	-3.5
-35%	-.65	-19.3	-13.1	-10.2	-8.2	-6.9	-5.9	-5.2	-4.6	-4.2
-40%	-.6	-22.3	-15.6	-12.0	-9.7	-8.1	-7.0	-6.2	-5.5	-4.9
-45%	-.55	-25.8	-18.1	-13.8	-11.2	-9.3	-8.1	-7.2	-6.4	-5.8
-50%	-.5	-29.2	-20.6	-15.9	-12.9	-10.9	-9.5	-8.3	-7.5	-6.6
-55%	-.45	-32.9	-23.1	-18.1	-14.7	-12.4	-10.7	-9.5	-8.3	-7.4
-60%	-.4	-36.7	-26.3	-20.4	-16.7	-14.1	-12.2	-10.8	-9.6	-8.7
-65%	-.35	-40.8	-29.3	-23.1	-18.9	-16.1	-13.9	-12.3	-11.0	-9.9
-70%	-.3	-45.2	-33.1	-26.0	-21.4	-18.2	-15.8	-13.9	-12.5	-11.3
-75%	-.25	-50.0	-37.9	-29.3	-24.2	-20.6	-17.9	-15.7	-14.2	-12.9
-80%	-.2	-55.3	-41.5	-33.7	-27.5	-23.5	-20.5	-18.2	-16.5	-14.8
-85%	-.15	-61.2	-46.8	-37.7	-31.5	-27.1	-23.7	-21.1	-19.0	-17.2
-90%	-.1	-68.3	-53.6	-43.7	-36.9	-31.8	-28.0	-25.0	-22.5	-20.5
-95%	-.05	-77.6	-63.1	-52.7	-45.1	-39.3	-34.8	-31.2	-28.3	-25.8
-97%	-.03	-82.6	-68.9	-58.4	-50.4	-44.3	-39.6	-35.5	-32.3	-29.6
-99%	-.01	-90.0	-78.3	-68.9	-60.2	-53.6	-48.2	-43.8	-40.1	-36.9

DECADAL GROWTH RATE (DGR)

EXPANDED 10 YEAR AAGR TABLE

(see instructions below)

L/B	AAGR	DGR	L/B	AAGR	DGR	L/B	AAGR	DGR	L/B	AAGR	DGR	L/B	AAGR	DGR	L/B	AAGR	DGR
1.01	.10%	1%	1.96	6.96%	96%	3.00	11.61%	200%	4.04	14.98%	304%	5.08	17.65%	408%	6.60	20.77%	560%
1.02	.20%	2%	1.98	7.07%	98%	3.02	11.69%	202%	4.06	15.04%	306%	5.10	17.69%	410%	6.70	20.95%	570%
1.03	.30%	3%	2.00	7.18%	100%	3.04	11.76%	204%	4.08	15.10%	308%	5.12	17.74%	412%	6.80	21.13%	580%
1.04	.39%	4%	2.02	7.28%	102%	3.06	11.83%	206%	4.10	15.15%	310%	5.14	17.79%	414%	6.90	21.31%	590%
1.05	.49%	5%	2.04	7.39%	104%	3.08	11.91%	208%	4.12	15.21%	312%	5.16	17.83%	416%	7.00	21.48%	600%
1.06	.58%	6%	2.06	7.49%	106%	3.10	11.98%	210%	4.14	15.27%	314%	5.18	17.88%	418%	7.20	21.82%	620%
1.07	.68%	7%	2.08	7.60%	108%	3.12	12.05%	212%	4.16	15.32%	316%	5.20	17.92%	420%	7.40	22.16%	640%
1.08	.77%	8%	2.10	7.70%	110%	3.14	12.12%	214%	4.18	15.38%	318%	5.22	17.97%	422%	7.60	22.48%	660%
1.09	.87%	9%	2.12	7.80%	112%	3.16	12.19%	216%	4.20	15.43%	320%	5.24	18.01%	424%	7.80	22.80%	680%
1.10	.96%	10%	2.14	7.90%	114%	3.18	12.26%	218%	4.22	15.49%	322%	5.26	18.06%	426%	8.00	23.11	700%
1.12	1.14%	12%	2.16	8.01%	116%	3.20	12.33%	220%	4.24	15.54%	324%	5.28	18.10%	428%	8.20	23.42%	720%
1.14	1.32%	14%	2.18	8.10%	118%	3.22	12.40%	222%	4.26	15.60%	326%	5.30	18.15%	430%	8.40	23.72%	740%
1.16	1.50%	16%	2.20	8.20%	120%	3.24	12.47%	224%	4.28	15.65%	328%	5.32	18.19%	432%	8.60	24.01%	760%
1.18	1.67%	18%	2.22	8.30%	122%	3.26	12.54%	226%	4.30	15.70%	330%	5.34	18.24%	434%	8.80	24.29%	780%
1.20	1.84%	20%	2.24	8.39%	124%	3.28	12.61%	228%	4.32	15.76%	332%	5.36	18.28%	436%	9.00	24.57%	800%
1.22	2.01%	22%	2.26	8.50%	126%	3.30	12.68%	230%	4.34	15.81%	334%	5.38	18.33%	438%	9.20	24.85%	820%
1.24	2.17%	24%	2.28	8.60%	128%	3.32	12.75%	232%	4.36	15.86%	336%	5.40	18.37%	440%	9.40	25.12%	840%
1.26	2.34%	26%	2.30	8.68%	130%	3.34	12.82%	234%	4.38	15.92%	338%	5.42	18.41%	442%	9.60	25.38%	860%
1.28	2.50%	28%	2.32	8.78%	132%	3.36	12.88%	236%	4.40	15.97%	340%	5.44	18.46%	444%	9.80	25.64%	880%
1.30	2.66%	30%	2.34	8.87%	134%	3.38	12.95%	238%	4.42	16.02%	342%	5.46	18.50%	446%	10.00	25.89%	900%
1.32	2.82%	32%	2.36	8.97%	136%	3.40	13.02%	240%	4.44	16.07%	344%	5.48	18.54%	448%	10.20	26.14%	920%
1.34	2.97%	34%	2.38	9.06%	138%	3.42	13.08%	242%	4.46	16.13%	346%	5.50	18.59%	450%	10.40	26.39%	940%
1.36	3.12%	36%	2.40	9.15%	140%	3.44	13.15%	244%	4.48	16.18%	348%	5.52	18.63%	452%	10.60	26.63%	960%
1.38	3.27%	38%	2.42	9.24%	142%	3.46	13.22%	246%	4.50	16.23%	350%	5.54	18.67%	454%	10.80	26.87%	980%
1.40	3.42%	40%	2.44	9.33%	144%	3.48	13.28%	248%	4.52	16.28%	352%	5.56	18.72%	456%	11.00	27.10%	1000%
1.42	3.57%	42%	2.46	9.42%	146%	3.50	13.35%	250%	4.54	16.33%	354%	5.58	18.76%	458%	12.00	28.21%	1100%
1.44	3.71%	44%	2.48	9.51%	148%	3.52	13.41%	252%	4.56	16.38%	356%	5.60	18.80%	460%	13.00	29.24%	1200%
1.46	3.86%	46%	2.50	9.60%	150%	3.54	13.48%	254%	4.58	16.44%	358%	5.62	18.84%	462%	14.00	30.20%	1300%
1.48	4.00%	48%	2.52	9.68%	152%	3.56	13.54%	256%	4.60	16.49%	360%	5.64	18.89%	464%	15.00	31.10%	1400%
1.50	4.14%	50%	2.54	9.77%	154%	3.58	13.60%	258%	4.62	16.54%	362%	5.66	18.93%	466%	16.00	31.95%	1500%
1.52	4.28%	52%	2.56	9.86%	156%	3.60	13.67%	260%	4.64	16.59%	364%	5.68	19.97%	468%	17.00	32.75%	1600%
1.54	4.41%	54%	2.58	9.94%	158%	2.62	13.73%	262%	4.66	16.64%	366%	5.70	19.01%	470%	18.00	33.51%	1700%
1.56	4.55%	56%	2.60	10.03%	160%	3.64	13.79%	264%	4.68	16.69%	368%	5.72	19.05%	472%	19.00	34.24%	1800%
1.58	4.68%	58%	2.62	10.11%	162%	3.66	13.85%	266%	4.70	16.74%	370%	5.74	19.09%	474%	20.00	34.93%	1900%
1.60	4.81%	60%	2.64	10.19%	164%	3.68	13.92%	268%	4.72	16.79%	372%	5.76	19.14%	476%	21.00	35.59%	2000%
1.62	4.94%	62%	2.66	10.28%	166%	3.70	13.98%	270%	4.74	16.84%	374%	5.78	19.18%	478%	22.00	36.22%	2100%
1.64	5.07%	64%	2.68	10.36%	168%	3.72	14.04%	272%	4.76	16.89%	376%	5.80	19.22%	480%	23.00	36.83%	2200%
1.66	5.20%	66%	2.70	10.44%	170%	3.74	14.10%	274%	4.78	16.93%	378%	5.82	19.26%	482%	24.00	37.41%	2300%
1.68	5.32%	68%	2.72	10.52%	172%	3.76	14.16%	276%	4.80	16.98%	380%	5.84	19.30%	484%	25.00	37.97%	2400%
1.70	5.45%	70%	2.74	10.61%	174%	3.78	14.22%	278%	4.82	17.03%	382%	5.86	19.34%	486%	26.00	38.52%	2500%
1.72	5.57%	72%	2.76	10.69%	176%	3.80	14.28%	280%	4.84	17.08%	384%	5.88	19.38%	488%	27.00	39.04%	2600%
1.74	5.70%	74%	2.78	10.77%	178%	3.82	14.34%	282%	4.86	17.13%	386%	5.90	19.42%	490%	28.00	39.55%	2700%
1.76	5.82%	76%	2.80	10.84%	180%	3.84	14.40%	284%	4.88	17.18%	388%	5.92	19.46%	492%	29.00	40.04%	2800%
1.78	5.94%	78%	2.82	10.92%	182%	3.86	14.46%	286%	4.90	17.22%	390%	5.94	19.50%	494%	30.00	40.51%	2900%
1.80	6.05%	80%	2.84	11.00%	184%	3.88	14.52%	288%	4.92	17.27%	392%	5.96	19.54%	496%	31.00	40.97%	3000%
1.82	6.17%	82%	2.86	11.08%	186%	3.90	14.58%	290%	4.94	17.32%	394%	5.98	19.58%	498%	36.00	43.10%	3500%
1.84	6.29%	84%	2.88	11.16%	188%	3.92	14.64%	292%	4.96	17.37%	396%	6.00	19.62%	500%	41.00	44.97%	4000%
1.86	6.40%	86%	2.90	11.23%	190%	3.94	14.70%	294%	4.98	17.41%	398%	6.10	19.82%	510%	46.00	46.65%	4500%
1.88	6.52%	88%	2.92	11.31%	192%	3.96	14.75%	296%	5.00	17.46%	400%	6.20	20.02%	520%	51.00	48.17%	5000%
1.90	6.63%	90%	2.94	11.39%	194%	3.98	14.81%	298%	5.02	17.51%	402%	6.30	20.21%	530%	61.00	50.85%	6000%
1.92	6.74%	92%	2.96	11.46%	196%	4.00	14.87%	300%	5.04	17.56%	404%	6.40	20.40%	540%	71.00	53.15%	7000%
1.94	6.85%	94%	2.98	11.54%	198%	4.02	14.93%	302%	5.06	17.60%	406%	6.50	20.58%	550%	81.00	55.18%	8000%
															91.00	57.00%	9000%
															101.00	58.65%	10000%

INSTRUCTIONS FOR FINDING DGR

A. 10 year period: Divide "latest" members by "beginning". Locate the number closest to your answer in column L/B. Read both AAGR and DGR.

B. Other than 10 year period:

Step 1: Locate AAGR using Table A.
Step 2: On Table B, in AAGR column locate AAGR from Table A.
Step 3: Read corresponding DGR.

(see example on page 16):

Note: If exact AAGR number does not appear on Table B, by choosing the closest number you will still be within one percent (1%) of the exact DGR (up through DGR of 500%). However, if you want to calculate a more precise DGR, you can make the following calculation (interpolation).

Finding DGR to the nearest 1%:

A. Up to 500% DGR, increments on Table B are every 2% DGR. The following example shows you how to obtain DGR to the nearest 1%:

Example: (say your AAGR is 11.88%)

Step 1:

From Table B:

	AAGR	DGR
A	11.83%	206%
B	11.87% *	207%
C	11.91%	208%

Step 2: 11.87% is nearest your AAGR of 11.88% for a DGR of 207%.

* Note: To find B, subtract A from C, divide answer by 2, and add this answer to A. $\frac{C-A}{2} + A = B$

B. Above 500%, DGR increments on Table B are 10% or more. A similar process can be used to determine a more precise DGR. You may need to repeat the above formula 2 or 3 times to narrow the answer down to the nearest 1%.

The following listings of survey questions, plus expanded descriptions and definitions, are found in, ***Breaking Strongholds in Your City*** *by C. Peter Wagner (1993, Regal Books), and* ***Spiritual Mapping Field Guide-North American Edition*** by George K. Otis Jr. *(1993, The Sentinel Group). They are designed to serve as guidelines for "spiritual mapping." They were originally compiled with the community in mind, but can be adapted to virtually any area.*

"Historical Research"

1. The History of the Community (Area)

A. The founding of the community (area)

1. Who were the people who founded the community? Where did they come from and when?
2. What was their personal or corporate reason for founding the community? What were their beliefs, philosophies and religion? What was their vision for the future of the community?
3. What is the significance of the original name of the community?
   * Has the name been changed?
   * Are there other names or popular designations for the community?
   * Do these names have meanings? Are they linked to religion of any sort? Are they demonic or occultic names? Do they signify blessing? Curse? Do they highlight the city's redemptive gift? Do they reflect the character of the people of the community?
4. Are there any discernable designs or symbols embedded in the original plan or layout of the community? If so, where is their meaning? Did the Freemasons lay any of the cornerstones?

B. The later history of the community (area)

1. What role has the community played in the life and character of the nation as a whole?
2. As prominent leaders have emerged in the community, what was their vision for their community? Who are the most influential figures in the community? Why? Are they religious?
3. Have any radical changed taken place in the government or political leadership of the community?
4. Have there been significant or sudden changed in the economic life of the community? Famine? Depression? Technology? Industry? Discovery of natural resources?
5. What significant immigration has occurred? Was there ever an imposition of a new language or culture on the community as a whole?
6. How have immigrants or minorities been treated? How have races or ethnic groups related to one another? Have community laws legitimized racism of any kind?
7. Have community leaders broken any treaties, contracts or convenants?
8. Have any wars directly affected the community? Were any battles fought in the community? Was there bloodshed?
9. How has the community treated the poor and oppressed? Has greed characterized community leaders? Is there evidence of corruption among political, economic or religious leaders and institutions?
10. What natural disasters have affected the community?
11. Does the community have a motto or slogan? What is its meaning?
12. What kinds of music do the people listen to? What is the message they receive from that music?
13. What five words would most people in the community use to characterize the positive features of their community today? What five words would they use for the negative features?
14. Is there known gross immorality in the city (abortion clinics, homosexual prominance, pornography shops/stores, unwed mothers, etc.)?

2. History of Religion in the Community

A. Non-Christian religion.

1. What were the religious views and practices of the people who inhabited the area before the community was founded?
2. Were religious considerations important in the founding of the community?
3. Have any non-Christian religions entered the community in significant proportions?
4. What secret orders (such as Freemasonry) have been present in the community?
5. What witches' covens, satanist groups or other such cults have operated in the community? Were there any know curses placed on the city?

B. Christianity.

1. When, if ever, did Christianity enter the community? Under what circumstances?
2. Have any of the early or later Christian leaders been Freemasons?
3. What role has the Christian community played in the life of the community as a whole? Have there been changes in this?
4. Is Christianity in the community growing, plateaued, or declining?
5. Are the local churches in the community active in refuting immorality, e.g. abortions, pornography, homosexuality, etc.?

C. Relationships.

1. Has there been conflict between religions in the community?
2. Has there been conflict between Christians?
3. What is the history of the church splits in the community?

"Physical Research"

1. Locate different maps of the community, especially the older ones. What changes have taken place in the physical characteristics of the community?
2. Who were the community planners who designed the community? Were any Freemasons?
3. Are there any significant discernible designs or symbols imbedded in the original plan or layout of the community?
4. Is there any significance in the architecture, location, or positional relationship of the central buildings, especially those representing the political, economic, educational or religious powers in the community? Did Freemasons lay any of the cornerstones?
5. Has there been any historical significance in the particular plot of land upon which one or more of these buildings are located? Who originally owned this land?
6. What is the background of the community's parks and plazas? Who commissioned and funded them? What significance might their names have?
7. What is the background and possible significance of the statues and monuments of the community? Do any reflect demonic characteristics or glorify the creature rather than the Creator?
8. What other art work is featured in the community, especially on or in public buildings, museums, or theaters? Look especially for sensual or demonic art.
9. Are there any prominent archaeological sites in the community? What meaning might they have?
10. What is the location of highly visible centers of sin such as abortion clinics, pornographic bookstores or theaters, areas of prostitution, gambling, taverns, homosexual activities, etc.?
11. Where are areas that concentrate greed, exploitation, poverty, discrimination, violence, disease, or frequent accidents?

12. Where are locations of past or present bloodshed through massacre, war or murder?
13. Does the position of trees, hills, stones, or rivers form any apparently significant pattern?
14. Do certain landmarks of the community have names which would not glorify God? Are there overt centers of idolatry (i.e. Hindu temples, Buddhist temples, Voodoo shrines)?
15. What is the highest geographical point in the community and what is built or located there? This can be a statement of authority.
16. Which zones or sectors or neighborhoods of your community seem to have characteristics of their own? Attempt to discern areas of the community which seem to have different spiritual environments.

"Spiritual Research"

A. Non-Christian

1. What are the names of the principal deities or territorial spirits associated with the community past or present? Do many of the people believe in Satan? Are there known Satanists?
2. What are the locations of high places, altars, temples, monuments, or buildings associated with witchcraft, occult, fortune telling, satanism, Freemasonry, Mormonism, Eastern religions, Jehovah's Witnesses, and the like. Do these form any patterns when plotted on a map?
3. What are the sites of pagan worship from the past, even before the community was founded?
4. What are the different cultural centers which might contain art or artifacts connected with pagan worship?
5. Has any community leader knowingly dedicated himself or herself to a pagan god or a principality?
6. Were any known curses placed by the original inhabitants on the land or people who founded the community?

B. Christian

1. How have God's messengers been received by the community?
2. Has evangelism been easy or hard?
3. Where are the churches located? Which of them would you see as "life giving" churches?
4. What is the health of the churches in the community?
5. Who are the Christian leaders considered as "elders of the community?"
6. Is it easy to pray in all areas of the community?
7. What is the status of unity among Christian leaders across ethnic and denominational lines?
8. What is the view of community leaders toward Christian morality?

C. Revelational.

1. What are the recognized, mature intercessors hearing from God concerning the community?
2. What is the identity of the ranking principalities seemingly in control of the community as a whole or certain areas of the community's life or territory?
3. Is there a sense of hopeful expectancy among the ranks of the believers?
4. Is there evidence that God is moving in a new and sovereign way in the community? Any outbreak of divine signs and wonders? Have these been confirmed?

7/93