



The Development Process

The Global Outreach Plan



This Pamphlet is part of the 'The Development Process' range of publications produced by Global Focus and whilst it can be used on its own is most effectively used as part of the wider Global Focus Process.

Other pamphlets in the range include:-

Changing the Structures
Investing in Prayer
Communicating God's Heart
The global Impact Celebration
The Faith Commitment Offering
Effective Short Term Opportunities
Strategic Ministry Partnerships

Global Focus itself is a process of support to local church leadership as they seek to make the changes that will gradually put mission back into the heart of the local church.

For further information on Global Focus visit www.globalfocus.org.uk

At the start of the modern Mission movement some 200 years ago, few would have anticipated the enormous changes that have taken place in technology, culture, communication, travel etc. However, those pioneers took the timeless message of the gospel and within their own context created structures, strategies and partnerships that enabled them to respond effectively to God's call.

That gospel imperative is just as true for us today. God's purpose of revealing His Glory to a waiting world runs from beginning to end of scripture. It isn't restricted to a few summary verses such as Matthew 28¹⁹ but is contained within His whole character and passion. We have no less responsibility than those early pioneers to 'use means' within today's Post Modern, Globalised, and shrinking world to take the message of the Kingdom.

The danger however is that of sticking to models and structures that while they have served well for the past 200 years, do not fit into today's reality. Few would question that it is through the Church that He has chosen to take His message of salvation to the people of the world. **The question comes as to whether we really believe that it's the local church rather than the universal church that has this responsibility?**

The truth is that it is within the community of the local church (what ever shape that is today) that every believer works out the reality of their worship, witness and fellowship. The time has come therefore for **the local church to re-own both local and global mission** and begin to move from just 'supporting' others (support paradigm) to an active partnership (partnership paradigm).

This short pamphlet is an aid to local church leadership as they begin the process of producing a strategic local/global mission plan for their church. It is a part of series of pamphlets, each designed to compliment the others in the series.



Developing your church's 'Global Outreach Plan'

Section A

Introduction: As you begin develop your Global Outreach Plan you are starting on an exciting journey with God. Although you may face unexpected events on route, and God may surprise you with the eventual destination, it is important to have an idea of the direction that God is leading you in and the values that will underlie the journey.

This pamphlet is not designed to tell you what you should do but will give you suggestions, ideas and hopefully some helpful guidelines as you work through the process. If you are working with a Global Focus Companion, they will use this and the other pamphlets in the range as a basis of the support that they will give. The Companion however, is able to mould the material better to meet your particular shape as a church. If not working with a Companion, then you need to take the principles, ideas etc. contained within these pamphlets and use those that fit your particular situation.

Before beginning any of the work outlined in this or other pamphlets in this range, we would strongly recommend that you run a **Global Focus Seminar** for your existing leadership team and other potential leaders and interested church members. You need to be able to get as many people as possible to both understand what you are trying to do and why you believe this is important. The seminar gives the Biblical context to the local/global mission changes that you want to bring into the church and provides the stimulus and vision for individuals to personally own the process. This is going to be very important as you move into the future.

A1. Using Acts 1:8 as the basis of the strategic plan.

In Acts 1:8 the risen Lord Jesus tells the gathered disciples (early church) that “... *you will receive power when the Holy Spirit comes on you; and you will be my witnesses in **Jerusalem**, and in all **Judea** and **Samaria**, and to the **ends of the earth**.*”

This helped the disciples, and us, to understand the global nature of our task and to give them a sense of progression as they started. They were to start where they were and gradually move out to encompass the world. Note that Jesus didn't qualify this progression in any way so that it would be wrong for us to read into the text that we need to 'finish' one area before moving on. Neither is there any sense that responsibility somehow moved to others for the different geographic designations. No, there is just the idea of moving out to encompass the whole as our God given command. Gradually as churches were planted in different cities they supported one another and the endeavour to take the message further. How we manage the partnerships necessary for us to do this in our generation is covered in the pamphlet entitled '**Strategic Ministry Partnerships**' in this series.

It is helpful therefore, for us to use these designations of 'Jerusalem', 'Judea', 'Samaria' and 'the ends of the earth' in our strategic planning, looking at what each means for us, geographically, culturally and strategically. A Worksheet (GFP4) is provided later in this pamphlet as an aid to this process.



A2. Put together a team to help you to work through the process.

Begin to bring together a new team that is going to become the main group through whom you can work to bring about the local/global outreach plan. You need to decide who could be potential members on this group before you have the **Global Focus seminar** so that they can all be invited to the seminar.

Initially consider the idea of having a wider 'working group' to begin with from which a leadership group can eventually be selected that will be tasked with carrying forward the final Global Outreach Plan. The more people that can be included at this stage however, the better. This helps with wider church communication and eventually involvement and ownership. The final selection of the Global Outreach Leadership Team will depend on many factors but should be in place in time to implement the eventual plan.

You need a balance between the experience of existing mission committee members and the enthusiasm of new people. Older mission supporters bring a great deal of experience but at the same time sometimes have difficulty in understanding the new paradigm. There is security in doing it the way that we always have done it, and as a result there may be resistance to change from within this group of people. However, we need to give them time to understand the changes as we don't want to lose the valuable experience that they bring. Be aware however of the danger of this group having a disproportionate influence in the planning. You are not looking to give a face lift to the existing missions committee but for a radical departure from what we have traditionally done.

Because this group is beginning to plan the church's new local/global outreach strategy, you have to include representatives from those running the ministry at home as well as those focused on foreign mission. **This group has to integrate all the church's outreach ministry as one whole.**

A3. Start with what you have.

Very few of us have the luxury of starting with a blank sheet of paper. Most of our churches have existing ministries and links with existing mission agencies or individuals etc. It is important that we know what ministries and partnerships are already in place so that we can begin to evaluate each of them against our draft church's Global Outreach Plan.

It is essential therefore that we start by doing a church audit of existing ministries that are focussed outwardly towards 'not yet Christians' rather than ministries that are focussed on building up the existing members of the fellowship. This one act alone can bring great benefits for a number of reasons. It helps us to see what is actually going on within the fellowship. It provides a real encouragement for those who have faithfully been doing the job yet sometimes feeling that the work isn't owned as part of the church's ministry. It also gives us the opportunity to check on the focus and vision for the ministries as well as checking what potential each has for growth and expansion and what resources are needed. The following section takes you through a possible process for this audit:



Existing church ministry survey & appraisal process

I. Survey ministry leaders to get a list of all existing church involvements, ministries, outreaches, activities etc. that are 'OUTWARD' focused asking the following questions:

1. Who is responsible for the ministry? (Who?)
2. A description of the ministry (What?)
3. The reason why this ministry is so important (Why?)
4. The vision for future development (Where?)
5. The resources needed to a) maintain and b) develop the ministry (How?)

II. Place all these ministries etc. into 'Jerusalem', 'Judea', 'Samaria', and 'Ends of the Earth' categories. (Use Acts 1:8 worksheet later in this pamphlet – GFP 4)

III. Ask the following strategic questions of the ministries. Does this ministry:

1. Prioritise evangelism and discipleship?
2. Concentrate on planting and strengthening churches?
3. Emphasise leadership development that leads to multiplication?
4. Focus on the un-reached?
5. Focus on a fruitful harvest field?
6. Partner with nationals?
7. Emphasise holistic ministries (spiritual, physical, emotional, mental)?
8. Have an advocacy element (being a voice for the voiceless)?

IV. Review your engagement with each ministry in relation to the following:

1. People resource:
 - a. Who are involved at present?
 - b. Who is leading this ministry?
 - c. Are there others interested in being involved in this ministry?
 - d. Who should we encourage to be involved?



2. Is the ministry/missionary:
 - a. **Cutting edge** (contemporary, up to date in relation to the people targeted to reach)?
 - b. **Effective** (is it accomplishing its purpose and objectives)?
 - c. **Strategic** (are we using the best strategy to reach the people targeted and are we making the best use of our people)?
3. In the case of partnerships, are we compatible biblically and philosophically?
4. Are there opportunities for our people to be strategically involved?
5. Is the Holy Spirit leading us? How do we know this?
6. If this is a new ministry what is the 'Entrance' strategy?
7. For both new and existing ministries, what is the 'Exit' strategy?

V. Further categorize our involvement in each ministry by our level of partnership, e.g. (Refer also to the pamphlet 'Strategic Ministry Partnerships' in this same series of pamphlets)

Level: 1 –prayer, finances,

Level: 2 –prayer, finances, some personalised involvements,

Level: 3- Strategic Mission Partnerships – NB the following criteria help to determine whether a partnership is level 3:

- ✚ Based on building relationships of trust.
- ✚ Joint Strategic plan developed with input from both parties.
- ✚ Time limited (suggest start with 3-5 years, can be renewed).
- ✚ Regular leadership visits and partnership appraisals
- ✚ Opportunities for church people to be hands-on involved (short and long term projects).
- ✚ Prayer covering from both parties for both parties.
- ✚ Will often include significant financial involvement.
- ✚ Has the possibility of developing to include multiple partners.

The following Survey form (GFP 1) can be completed by ministry leaders and the Appraisal form (GFP 2) completed jointly by ministry and church leaders once the survey is finished:



Church Ministry Survey Form

Ministry Title: _____

Form Completed by: _____

1. Who is responsible for the ministry? (Who?)

2. A description of the ministry (What?)

3. The reason why this ministry is so important (Why?)

4. The vision for future development (Where?)

5. The resources needed to a) maintain and b) develop the ministry (How?)





Global Outreach Plan Development Process
Ministry Appraisal Form

I. Name of Ministry, Missionary or Missionary Organisation _____

II. Categorize:- Jerusalem Judea Samaria
Ends of the Earth

III. Strategic focus of the ministry (Answers to Questions on Section III. Page 2)

	YES	DON'T KNOW	NO
1. Prioritize evangelism and discipleship?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Concentrate on church planting and strengthening?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Emphasise leadership development & multiplication?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Focus on the Un-reached?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Focus on a fruitful harvest field?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Partner with nationals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Emphasise holistic ministries?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Have an advocacy element?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IV. Engagement issues (Answers to Questions on Section IV Page 3)

1. People involved:

2. Ministry Evaluation

	YES	DON'T KNOW	NO
i. Cutting Edge?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii. Effective?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
iii. Strategic?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



GFP 2

3. Compatibility YES DON'T KNOW NO

i. Biblically?

ii. Philosophically?

4. Strategic involvement opportunity? YES DON'T KNOW NO

Comments:

5. Holy Spirit lead? YES DON'T KNOW NO

Comments:

6. 'Entrance' Strategy?

7. 'Exit Strategy'?

V. **Partnership** level (Section V Page 3) LEVEL 1 2 3

Comments:



Developing your church's 'Global Outreach Plan' Section B

B1. Completing the ministry survey and appraisals and acting on them.

The simple ministry survey form (GFP 1) can be completed by each ministry leader. It is often helpful to have one of the leadership team responsible for this phase. This individual can explain what is needed and why each section is important and even to produce a covering letter to go with the form. This is especially important when dealing with existing overseas partner ministries who, it would be hoped, would be encouraged by your deeper level of interest and potential partnership with them. Encouragement and reassurance will be needed to get all the forms completed and returned from the ministry leaders.

Once the initial surveys have been completed the process of appraisal of each ministry should begin. This should be seen as a very positive process as you want to both strengthen and endorse ministries that are effective and fit into your developing Global Outreach Plan. At the same time you are concerned about your stewardship of people and resources and it could be that certain church based ministries may have to be re-focussed or even wound down. Again this should be part of a normal church life cycle and although there may be emotional attachments to particular ministries that have been very effective in the past, we need to graciously and with due respect to all that has been achieved, bring these to an end.

Similarly, the reasons for your attachment to certain overseas agencies or other organisations may have been lost in the mists of time. It is important that you review these links in the light of the focus of the church's Global Outreach Plan and where necessary plan to bring these links to an end.

When it has been decided to close a ministry or end a partnership, always apply wisdom, be patient and consider the short and long term implications for both the people in the congregation and the overseas partners. The process of closing a ministry or ending an open ended partnership may well take a couple of years to complete as you give time to the necessary re-adjustments to be made. The goal is to end well with the relationships intact. Remember that time is your friend and not your enemy; everything doesn't have to be done today.

B2. Setting your parameters.

If you haven't already done so it is worth at this point to go back to the Acts 1:8 Worksheet (GFP 4) and begin to define the parameters of your plan. The four areas that you are looking to establish are:

- a. Geographic
- b. Cultural
- c. Strategic
- d. Partnerships



Looking at your existing ministries and partnerships can you begin to discern a pattern in each of the areas above? Can you define what your Jerusalem, Judea etc is? What are the people that you are working amongst in each of these areas? What strategies are you employing to reach out to these people and finally who are you partnering with to achieve your goals?

This is an iterative process and you need to keep coming back to this stage to refine your parameters as the Church Outreach Plan evolves.

B3. Refining the plan.

At the same time that the survey of existing ministries is being carried out the church Leadership team (Elders etc.) with input from the wider ministry group put together as suggested in A2 above, needs to begin to look at the overall balance and shape of a potential Global Outreach Plan for the church. This can be done in a number of ways but the following issues need to be taken into account however it is done.

- a. After placing all the existing valid church ministries on the Acts 1:8 Worksheet are there any glaring omissions that you need to be addressing?
- b. How strategic is your ministry portfolio? E.g. are any of the ministries you are involved with focussed on an un-reached people group? Is there a church planting component in your ministries? What leadership training?
- c. Is there a target country that you want to focus on?
- d. Are there ministry criteria that you want to include in your plan? E.g. a focus on children; the marginalised; justice issues; AIDs ministry or even a partnership with a specific agency etc.?
- e. Are there ministries that you have been considering getting involved with for some time but have never had the opportunity?
- f. Is there expertise or experience in the congregation that you can use either locally or globally?
- g. Is there an existing local ministry that you could extend to bless overseas partners with?
- h. Is there an Un-reached People Group that God has put on your hearts?
- i. Are you already involved with people from a particular ethnic, national or religious background locally that you could become involved with globally or vice versa?
- j. Do you have the capacity to take on an extra ministry? If not but you are convinced about the work, include it in your prayer strategy for the future.



B4. Goal for the completion of the first Church Outreach Plan.

It is usual to take a year to put together the first edition of the church's Global Outreach Plan. When this is done within the context of the Global Focus Process the goal is to launch the plan at the first church wide Global Impact Celebration. (See the pamphlet entitled '*The global Impact Celebration*' in this same series)

This becomes one of the centre pieces of the celebration when a written version of the plan together with the opportunities for involvement (see below) is presented to the church. At the same time the newly formed Global Outreach Leadership Team tasked to take the plan forward can be presented to the church.

Again as an aid to this process a Master List (GFP 6) has been included at the end of this pamphlet where you can summarise all the ministries that have been adopted as part of the Church Outreach Plan

After a vision casting presentation at the Global Impact Celebration, the church members are then asked to own the plan and to commit themselves to what ever opportunity they feel is within their gift and capability. It is a time of excitement and anticipation about what God has done already and what He intends to do through the fellowship in the coming year.

B5. Opportunities for involvement.

The first year of this process has already increased the number of opportunities for involvement. Just staging the Global Impact Celebration for example will create many such opportunities and the production of a prayer strategy etc. (See leaflet '*Investing in Prayer*' in this series.) creates even more.

In addition, during the Ministry Survey phase looking at the future potential of each ministry and the resources needed to make it happen further increases the need for involvement. It would be hoped that a number of short term opportunities will have been planned for the year following the first Global Impact Celebration (See leaflet '*Effective Short Term Opportunities*' in this series) which again all add to the involvement opportunity that can be presented to the church in a thrilling way.

B6. Future revisions and additions.

The plan needs to be continually reviewed on an annual basis. Once you have begun to act on the plan, things will change. New opportunities will arise, ministry will develop and partnerships will expand. However, you now have a basis to evaluate each new opportunity that you didn't have before. For example if you have decided that as a church your 'Ends of the Earth' ministry is going to focus on the Bhil tribal people of Pakistan then when you get a request to support a orphanage in Malawi you can honestly say, "I am sure it is a great ministry, but it isn't part of our church's strategic focus".

Within this context however you need to keep yourselves open to the Holy Spirit possibly reshaping your ministry. You need also to keep the opportunity for



members of the congregation to suggest new partnerships or ministry as you release and empower them to own the work.

To help with this a form is included below that you can use for the congregation to request that additional ministries be considered (Church Membership Partnership Proposal – GFP 3). Often ministries can be added to the church's commitment by personal/emotional pressure etc. and unless you have a clearly defined strategy, saying NO to anything becomes very difficult. Instead this form can be used along with a statement of the churches mission strategy. This takes the personal/emotional pressure off the leadership and allows the decision making to become much more objective with less likelihood of individuals being offended or ministry being adopted for wrong reasons.

Summary and Guiding Principles

1. In Moving from the “Support Paradigm” to the “Personal Ownership Paradigm” patience, wisdom and much communication are needed.
2. Don't rush; time is your friend, don't force artificial deadlines.
3. Consider the short and long term implications on the individuals in the congregation and make a wide consensus your goal in introducing the Global Outreach Plan.
4. Be considerate of the partners you are evaluating and the implications on their lives and ministries
5. If you do feel led to partner with someone new to your congregation, do your due diligence regarding character, integrity, ministry effectiveness, financial stability, accountability, etc.
6. Always have an entrance and an exit strategy for all present and future ministry partners...you can always renew the partnership for an allotted time...beware beginning a partnership with an open end
7. Make it clear that where finance is involved, funds will only be supplied while an active ministry partnership exists unless the church decides otherwise.
8. Utilise the accompanying documents and grid to screen all present and future ministry partnerships. Use these suggestions and guiding principles in implementing decisions made.
9. Keep the congregation informed as much as possible. Let them know that they are part of the Acts 1:8 Global Outreach Plan development process and can use the Church Member Partnership Proposal to recommend new ministries.



CHURCH MEMBER PARTNERSHIP PROPOSAL

Name of ministry/missionary being recommended _____

Date _____

1. Name of applicant/person recommending the ministry: _____

2. Contact information for applicant/person recommending the ministry/missionary:

Phone: _____ e-mail: _____

3. Position in organisation: (if applicable) _____

4. Ministry purpose and description:

5. Contact person for the ministry being recommended: _____

6. Contact information: cell phone: _____ home phone: _____
e-mail: _____

7. Target people: _____

8. Acts 1:8 team area (check one) Jerusalem, Judea, Samaria, Ends of the Earth

9. Who would lead (champion) the ministry for our church? _____

10. Is the missionary/ministry...cutting edge, effective, strategic? (Explain)

11. Is the ministry/missionary compatible with our church biblically and philosophically?

12. What would be the opportunities for the people of our church to be involved? _____

13. What would be the approx. projected cost involved for the first year of a partnership?

14. What would be the steps involved to integrate this missionary/ministry into the Acts 1:8 strategy of our church? _____

Acts 1:8 Worksheet

	Jerusalem	Judea	Samaria	Ends of the Earth
1 Where? <i>(Geographic Designations)</i>				
2 Who? <i>(Cultural Implications)</i>				
3 How? <i>(Potential Strategies)</i>				
4 With Whom? <i>(Potential Partners)</i>				

