

DAWN 2.0

Building on 30+ years of experience in Advancing National Church Planting Processes

The second in a series of NCPP research updates by Russ Mitchell¹

Synopsis

This first of its kind study involves a multi-national evaluation of DAWN initiatives. Data was gathered in the fall of 2017 by an online survey. 117 participants shared significant lessons learned about facilitating national church planting processes and evaluated the national church planting process most familiar to them according to the “ideal” DAWN model. Statistical analysis demonstrated a positive correlation between implementing the “ideal” DAWN strategy and effective outcomes. Inductive analysis of the lessons learned identified themes that provide new insights for facilitating national church planting processes. Further evaluation identified two major elements of a national church planting process: Initiation and implementation. Four process variables are statistically significant in predicting effective outcomes: National Leadership, Seminars & Consultations, Parachurch Organizational Support and Diversified Action Plans. A practical, four-phase model for advancing national church planting processes, DAWN 2.0, is presented, which incorporates both new and old elements. The conclusion points out that facilitating a national process involves “a long obedience in the same direction.”

The Motivation for this Study of National Church Planting Processes

DAWN, an acronym that stands for “Disciple A Whole Nation,” has biblical roots in Matthew 28:19-20. The DAWN vision, akin to “Saturation Church Planting”, grew out of Jim Montgomery’s missionary experience in the Philippines. In the 1970s Montgomery played a key role in motivating and mobilizing Philippine church leaders to set a goal of establishing an evangelizing congregation in every small community of the country by the year 2000. Projections estimated that this would require 50,000 churches, quite an audacious goal when there were roughly 5,000 evangelical churches in the country! But by 2000, the Philippines had more than 50,000 evangelical churches - though not every small community had an evangelizing church.

The DAWN vision developed into a strategy for world evangelization. In 1985 Montgomery founded Dawn Ministries to promote national church planting processes in other nations. Montgomery’s book, *DAWN 2000: 7 Million Churches to Go*², published in 1989, was key in spreading the vision globally. DAWN became a significant world evangelism strategy during the final decade of the 20th century.³

David Hesselgrave, considered one of the leading 20th century missiologists, called for a careful and objective analysis of Post WWII world evangelization plans as “it is impossible to calculate the benefits that could accrue to our successors were they to know the strengths and weaknesses of these

¹ The first report was shared at a gathering of leaders in Berlin (February 2018) and other reports are planned for 2018. Mitchell enjoyed 15 years of fruitful ministry in Romania with OC International where he helped initiate the national church planting process. His key contributions in research led to consultations with workers in the Ukraine, Moldova and Mongolia. Currently he serves on OC’s Global Research Team as Assistant Director. Email: RussMitchell@oci.org.

² Jim Montgomery, *DAWN 2000: 7 Million Churches to Go* (Pasadena, CA: William Carey Library, 1989).

³ For further details see Appendix 4, “The Development of DAWN as a Strategy for World Evangelism.”

proposals, where they succeeded and where they failed.” He concludes, “Why should 21st century mission leaders spend inordinate amounts of time and money inventing and reinventing the wheel?”⁴

Since DAWN has become a significant strategy for world evangelization, it certainly should be evaluated along the lines of Hesselgrave’s proposal. Although numerous studies of particular DAWN country projects have been undertaken, a broad scale evaluation of DAWN initiatives has yet to surface. So, at the invitation of Dr. Murray Moerman, who is writing a book to commemorate the 30th anniversary of *DAWN 2000*’s publication, I have undertaken a multi-national evaluation of DAWN initiatives. This paper introduces the significant findings of this study, highlighting new insights pertinent to advancing national church planting processes, and presents a model that can guide the development of whole nation church planting initiatives.

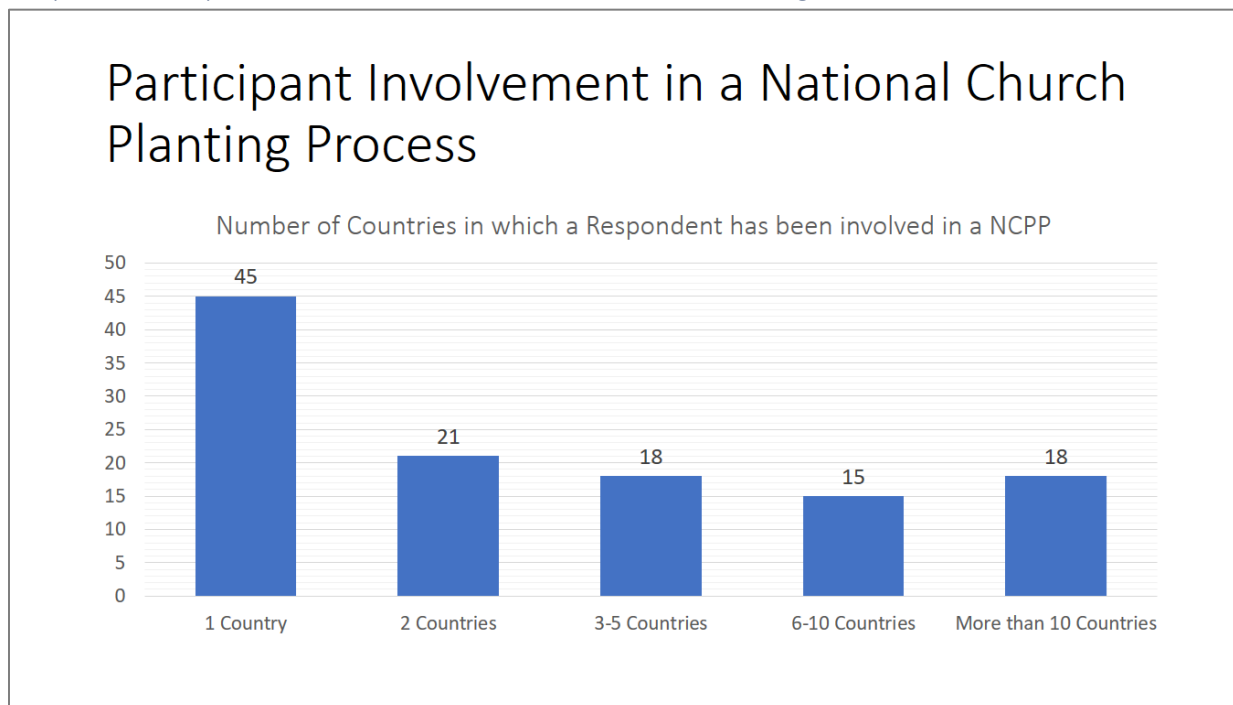
Significant Findings

“Numbers have a story to tell. They rely upon you to give them a clear and convincing voice.”⁵

1. Identification of those with significant experience in facilitating NCPPs

The first research question is, “Which persons have significant insight into facilitating national church planting processes?” In addition to being nominated to participate in this survey, one significant measure of experience is the number of countries in which respondents participated in a national church planting process. The following graph shows responses.

Graph 1. Participant Involvement in a National Church Planting Process



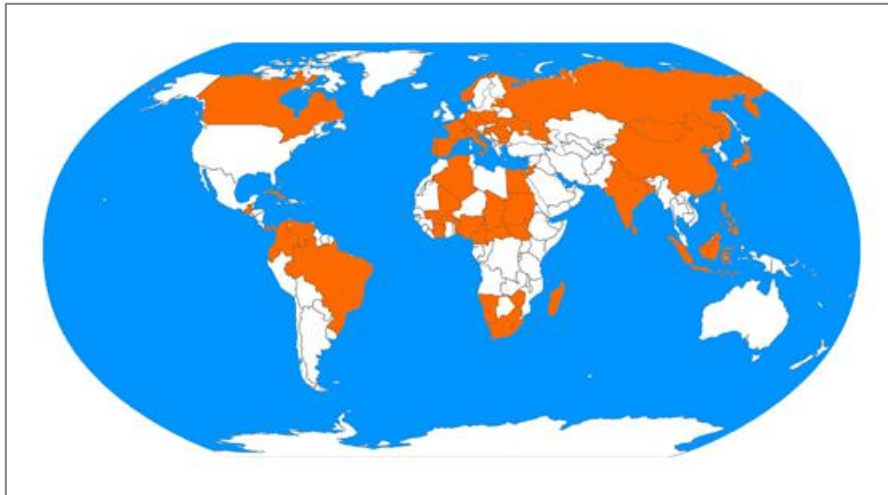
⁴ Quoted by Stan Guthrie, *Missions in the Third Millennium: 21 Key Trends for the 21st Century*, rev. ed. (Carlisle, England: Paternoster Press, 2004), 82.

⁵ Stephen Few. Founder of Perceptual Edge, a data visualization consultancy. See www.perceptualedge.com.

It is worth noting that most respondents participated in a national church planting process in two or more countries, 72 (61.5%), compared to 45 persons (38.5%) who had experience in just one country. This survey succeeded in tapping into the hoped-for pool of experience.

The major part of the survey asks respondents to evaluate the national church planting process for the country where they have the most experience. The following map shows the 61 countries where respondents indicated *significant involvement*.

Illustration 1. 61 Countries where respondents have significant NCPP involvement



There is good distribution by continent. Both Africa and Europe have 19 countries represented. Asia 15 has countries. Latin America has 7 countries, although North America only has data for Canada. The survey provides a good global sampling of national church planting processes and is a reasonable representation

of the countries where DAWN projects have been launched.

When reviewing this survey’s results, we must keep in mind that we are “standing on the shoulders of giants” in the realm of national church planting processes. Essentially, we have a focus group of 117 national church planting practitioners, the majority of whom have experience in two or more countries - people with years of vast and deep experience. If each participant averages of ten years of involvement in advancing national church planting processes, that totals over a millennium of experience!

Let’s find out what we can learn from the rich experience of these practitioners.

2. Lessons Learned by NCPP Practitioners

The follow up research question to the first is “What lessons have been learned about facilitating National Church Planting Projects?” This section will briefly summarize the lessons practitioners shared.

The survey asks, “What would you consider to be one or two of the most significant lessons (positive or negative) that you have discovered about facilitating a national church planting process?” All 117 respondents shared lessons. Also, some respondents provided additional relevant comments in other open-ended survey questions. These responses were analyzed using an inductive process to identify themes and boarder categories.⁶ The following word cloud shows the frequency of themes identified. In this illustration, the larger the font, the more frequently the theme appears in the coded responses.

⁶ This process was used to analyze the participants’ responses. Responses were imported into QDA Miner Lite, a software program that facilitates the coding and analysis of texts. Responses were read through multiple times. An inductive process was used to develop appropriate codes. The codes were then sorted into broader themes or

Illustration 2. Word Cloud of Coded Themes about Lessons Learned



Some elements of the ideal DAWN strategy appear here like Leadership, Strategy, Vision, Research, Goals, Prayer, Reporting, etc. The majority of lessons, however, provide new insights about the national church planting process. Another generalization is that many of the items touch upon the “art” of advancing a national church planting process. Whereas the DAWN strategy prescribes **what** to do, many of these new lessons focus on **how** to accomplish these objectives. The following paragraphs introduce several of the major themes.⁷

The predominate theme identified was **leadership**. *This was the most frequently mentioned positive factor as well as the most frequently identified negative factor that hinders church planting.* It appears that developing visionary, competent, courageous leadership - with Christ-like character - is the most significant factor contributing to a fruitful national process. Some respondents underscored the need to have the right people in the right places for the right reasons. *These observations about the role of leadership also concurs with the statistical analysis, to be presented later, which shows national leadership as the most significant factor in the national church planting process.*

categories. QDA Miner Lite is a free program that can be downloaded. See <https://provalisresearch.com/products/qualitative-data-analysis-software> for details.

⁷ A comment is necessary about the frequency of coding. Just because an item shows up a just a few times does not necessarily mean that is insignificant. Perhaps one person sharing a lesson about a particular item is a cutting-edge practitioner who has uncovered an important factor that others have not caught onto yet.

The second most frequent theme pertains to **relationships**. These are foundational. Specifically mentioned are relationships between expatriate workers and national leaders, as well as relationships between denominational leaders and local pastors. Also included are broader relational concepts such as unity, networking, partnerships and teamwork. Mentoring and coaching also fit here. A national church planting process is built on good relationships. Missio Nexus' slogan reminds us: "The Great Commission is too big for anyone to accomplish alone and too important not to try to do together."⁸ Good relationships are foundational to a fruitful national process.

Several respondents spoke at length about the value that **coaching and mentoring** brings to the process, especially pertaining to leadership development. This seems to be a significant fruitful practice.

I have chosen to group several themes together under the umbrella of **refinements**. Several of the identified themes, like Know the Context, Contextualization, Fruitful Practices, Systems, Disciple Making, Multiplication, etc. fit nicely together under the broader theme of "refinements". As practitioners reflect on their experience, they identify "best practices" for their contexts that refine the national church planting process and make it more effective. Certainly after 30+ years of launching national church planting processes, practitioners have sharpened their understanding about what is helpful and how to contextualize harvest field strategies.

One particularly interesting refinement relates to the **goals** for a national church planting process. Some respondents express their disappointment that that starting more churches did not result in a significant change in a particular community or country. Others commented that although more churches were started, disciples were not made. Two respondents, who served with DAWN Ministries, wrote at length about sharpening the goals for a national process. The harvest of souls alone through Saturation Church Planting is not viewed as sufficient in itself. Churches need to be healthy, and disciples need to be made. Also, there needs to be transformation in communities and entire countries. A triad of goals were proposed for a healthy national process: **Harvest, Health and Holism**. These three goals mesh nicely with the objectives of the Lausanne Movement.⁹

The role of expatriate workers. As noted earlier, most respondents had experience in two or more countries. This observation highlights the contribution of expatriate workers in developing a national church planting process. Several respondents elaborated on the role of the expatriate in doing so, highlighting the intricacies of being a cross-cultural change agent.

These briefly summarized themes are integrated into the DAWN 2.0 model presented later.

3. Evaluation of the "Ideal" Dawn Model

The fifth research question aims at evaluating the "ideal" DAWN model: How closely does implementing the "ideal" DAWN strategy correlate with effective church planting? Without going into great detail regarding the statistical analysis performed, it is possible to confidently affirm that the findings of this

⁸ See www.missionexus.org.

⁹ The four objectives of the Lausanne Movement are: The gospel for every person, An evangelical church for every people, Christ-like leaders for every church, Kingdom impact in every sphere of society. The **Health** goal perhaps highlights an emphasis missing from the Lausanne objectives.

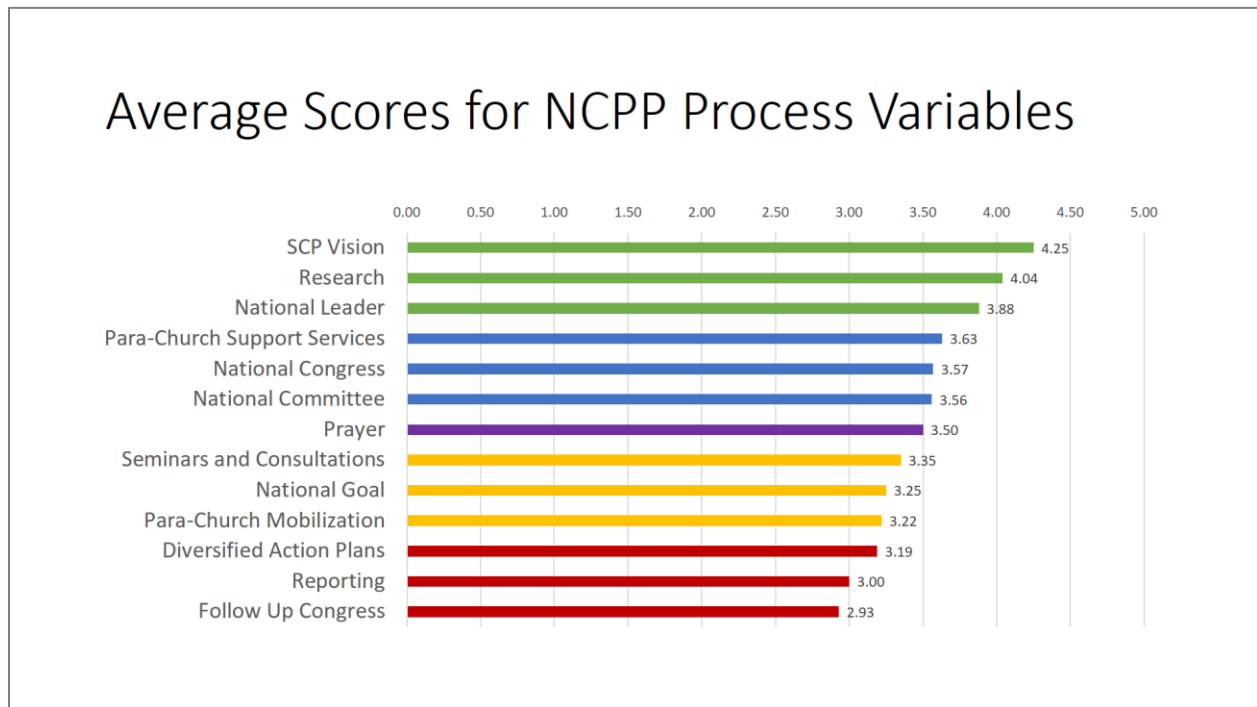
study support the hypothesis that implementing the “ideal” DAWN strategy does correlate favorably with an effective national church planting process.

Analyzing the Variables of the “Ideal” DAWN Model

This section provides a more in-depth analysis of the individual variables related to the “ideal” DAWN model. The “ideal” DAWN model described by Jim Montgomery has eight points. However, to develop appropriate survey questions, this model was deconstructed to yield twelve individual components. An additional variable was also studied, Parachurch Support Services or the backbone organization. So, in all, 13 variables are under evaluation.¹⁰

Starting with the 110 cases that had usable data, the average for each variable was determined. These average scores were then sorted from largest to smallest. The following graph shows how the scores for the variables stack up. The color bands differentiate the quarters into which the data fall. The purple line, associated with prayer, is very close to the overall average, which is 3.49.

Graph 3. Average Scores for NCPP Process Variables



Drawing Generalizations

The items above the purple line (the mean) can largely be accomplished by of devoted core group.¹¹ These items above the mean can be grouped together under the heading of **initiation**.

¹⁰ A careful reader will recall that the strategy outlined in DAWN 2000 had 13 “steps” and 12 “ingredients”, very similar to the number of variables in this current study, which is 13: the twelve components of the “ideal” DAWN strategy plus the backbone organization.

¹¹ Of course, this small group relies upon the help of the Triune God and probably has secured adequate funding for the “start-up” phases of the project. Both research and a National Congress can be costly.

The items below the mean require progressively more the “buy-in” of national leaders. These items are grouped together under the heading of **implementation**.

Overall, the variables related to “initiation” are quite strong. In contrast, the variables related to “implementation” grow progressively weaker and **all** rate below average.

The scores for the “implementation” variables are reasonably good indicators whether there was “buy in” to the SCP Vision and goals presented at the time of the national conference. If “buy in” is low, there will not be a strong prayer movement, more seminars and consultations, nor a meaningful national goal. Parachurch organizations will not be mobilized. Diversified action plans (at denominational, organizational and local church levels) will not be developed. There won’t be exciting developments to report, and little need for a follow up congress (unless there is a surge of interest to re-launch of the national initiative). “Buy in” is a key factor for advancing a national church planting process.

In contrast to the global averages presented in Graph 3, *countries with higher effectiveness scores generally had **both high initiation and high implementation** scores*. Thus, effective outcomes are more likely to occur when both the initiation variables and implementation variables are strong.

Four Statistically Significant Variables

All the components of a national church planting process under study are not equally significant. Statistical analysis was conducted to identify those variables which are significant in predicting desired outcomes.¹² A full reporting of the intricates of this analysis cannot be fully given here due to space limitations. Only the significant findings are reported here – and they are pure gold!

It is insightful to call to mind the Pareto or 80-20 principle, which proposes that for many events, generally 80% of the effects come from 20% of the causes. Applied to this study, the 80-20 Principle suggests that two or three of the 13 variables under study could be responsible for 80% of the results, which indeed is what was discovered.

Four variables were identified as statistically significant. Two variables, one from the “initiation” group and one from the “implementation” group, are **always** significant in predicting outcomes: National leadership and Seminars/Consultations. Two other variables are **often** significant: The Backbone Organization and Diversified Action Plans. The Backbone Organization is from the “initiation” group while Diversified Action Plans belong to the “initiation” group. Let’s look closer at these four variables.

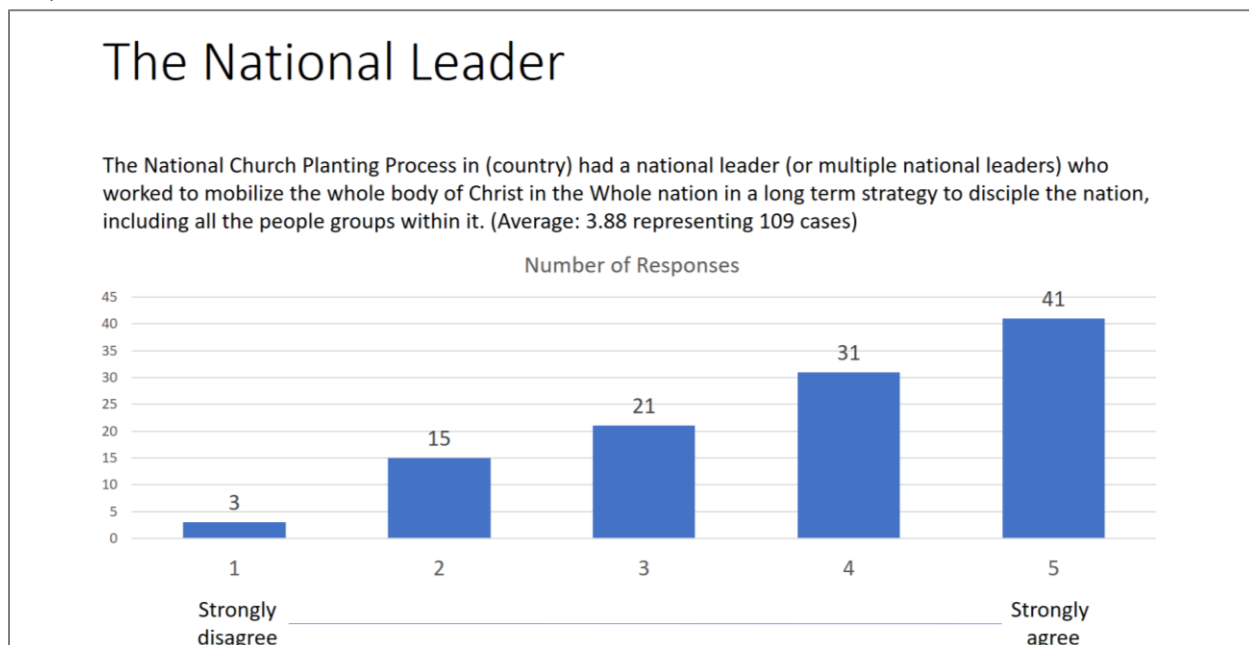
1. National Leadership

Analysis indicates that National Leadership is the **most statistically significant** factor contributing to the effectiveness of the national church planting process. National Leadership belongs to the “initiation” group. National Leaders received high ratings as “5” was the most common score given. Still there was

¹² Open source PSPP software was used for quantitative statistical analysis. This software is similar in function to the “Statistical Package for Social Sciences” (SPSS) software. Linear regressions were the primary means of analysis. I am thankful to Gordon Bonham, Ph.D., who provided helpful guidance. Linear regression analysis was used to determine the significance of each variables. For this analysis with all responses, the Beta coefficient associated with the direct contribution of the national leader to outcomes is .48, twice as large as the .24 Beta coefficient associated with seminars and consultations. *Other statistically significant models show that the national leadership is always the most significant variable influencing outcomes.*

enough diversity in the scores to provide meaningful predictions of outcomes based on national leadership. The following graph shows the frequency of scores for National Leadership.

Graph 4. Evaluation of the National Leader



The initial research plan predicted that the role of leadership would be significant, based on what evangelical leaders are saying. For example:

“The local church is the hope of the world, and its future rests primarily in the hands of its leaders.” – Bill Hybels

“Everything rises and falls on leadership” – John Maxwell

This study provides empirical support for assertions of Hybels and Maxwell. The careful reader will also recall that leadership was the most frequently discussed factor identified from the open-ended question about lessons shared by NCPP practitioners. This triangulation of mixed research methods underscores the importance of leadership in a national process.¹³ When it comes to advancing a national church planting process, indeed, everything rises and falls on leadership.¹⁴ A report for the 8th Lausanne International Researchers’ Conference (May 2018) will further develop the importance of leadership for advancing a national church planting process.

2. Seminars and Consultations

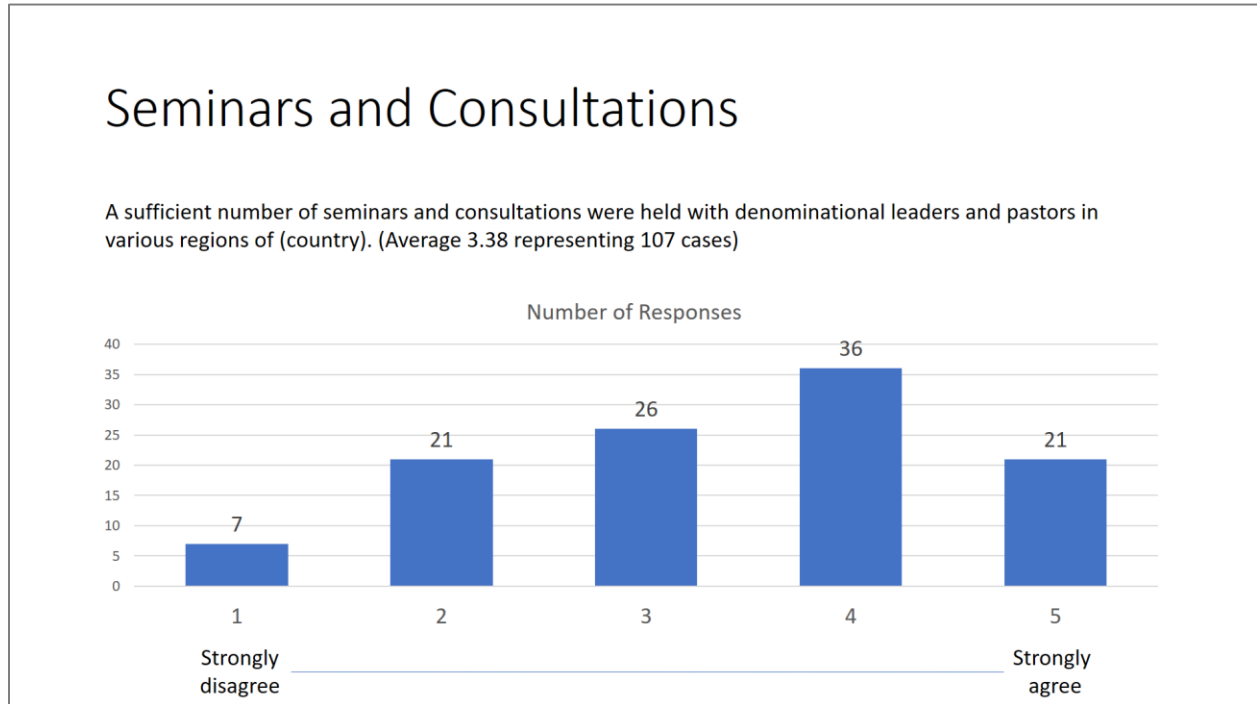
Statistical analysis indicates that Seminars and Consultations represent the **second most significant** factor contributing to the effectiveness of the national church planting process. It is a component of

¹³ In this case, triangulation involves literature review plus the qualitative and quantitative findings of this study.

¹⁴ The literature of “collective impact” also discusses the need for a different leadership style for the type of initiatives represented by a national church planting process. Peter Senge mentions that some still cling to the “myth of the heroic individual leader” while trying to develop a collective initiative (Peter Senge, Hal Hamilton, and John Kania. *The Dawn of System Leadership*. https://ssir.org/articles/entry/the_dawn_of_system_leadership (Winter 2015 - Accessed 5/25/2017), 4). He outlines the core competencies of collective impact leaders.

every significant model generated and belongs to the “implementation” group of variables. *This finding was not anticipated.* Seminars and consultations received good ratings as “4” was the most common score given; but this variable had sufficient diversity to provide meaningful predictions of outcomes. The following graph shows the frequencies of scores for Seminars and Consultations.

Graph 5. Evaluation of Seminars and Consultations



What happens in the seminars and consultations that make them so powerful? First relationships are developed. Vision is cast. Prayer happens. Training happens. Specific action plans are developed. Problems are addressed. Unity develops. Seminars and consultations can be structured to facilitate peer coaching and mentoring. *Great things can happen in Seminars and Consultations!*

Thus far we have observed that one variable from both the “initiation” and “implementation” groups has a direct influence on outcomes. National Leaders belongs to the “initiation” group; seminars and consultations to “implementation”.

The next two variables deserve “a very honorable mention” because they were significant in predicting outcomes in the **majority** of cases where the difference between outcome score for the national process and the average score of the 13 process variables was *statistically insignificant*.¹⁵

3. *The Contribution of the Backbone Organization*

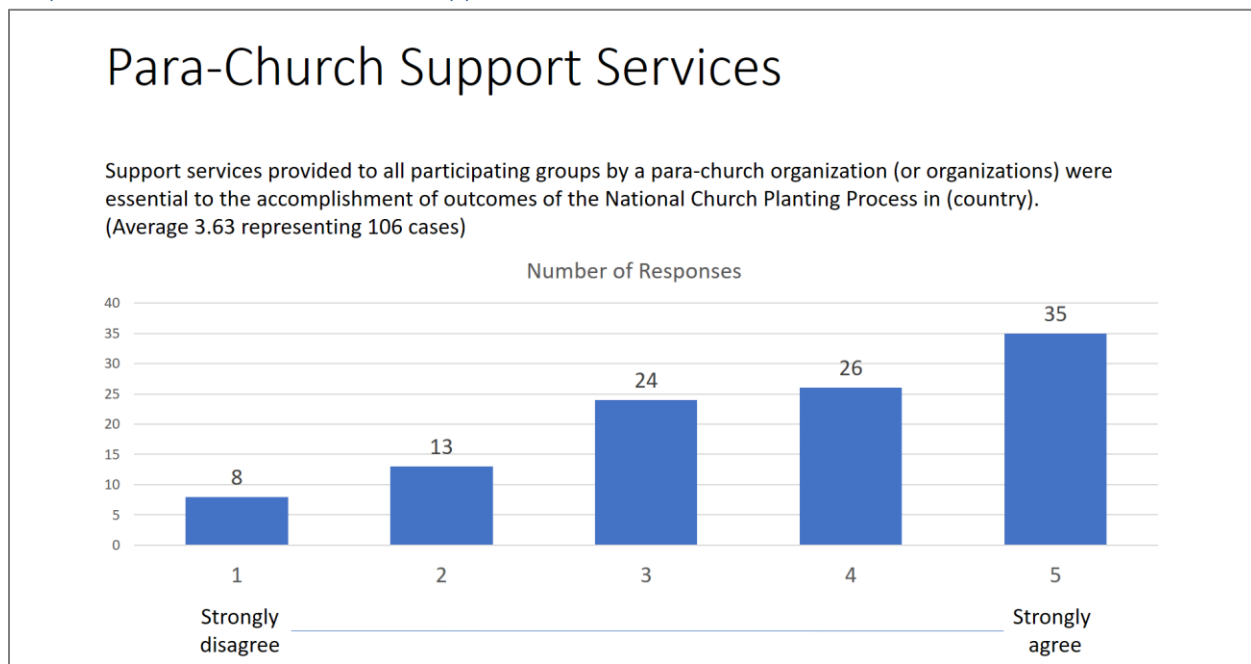
Para-Church Support Services is not a part of the “ideal” DAWN model,¹⁶ but was included in this study as an additional research question. In relatively recent literature, sociologists have developed the

¹⁵ Technically speaking, the 82 cases included in this subset of data were within one standard deviation of the difference between the outcome score and the average score of the 13 process variables. In general, linear regression analysis does not deal well with “outliers”. Thus, removing the “outliers” sharpens the analysis.

¹⁶ As pointed out in Appendix 5, Montgomery frequently referred to the “John Knox organization” – so in some ways he was ahead of his time in recognizing what a backbone organization contributes to the process.

concept of “collective impact” and identified the key role played by what they have termed “the backbone organization.”¹⁷ A national church planting process executed according to the DAWN strategy is certainly an example of collective impact. The services provided by a backbone or para-church organization include: networking and building good will toward the national process, research, publication and reporting, organizing seminars and consultations, and mobilizing funding. In such a role, the backbone organization would be a part of the “initiation” cluster of variables. A backbone organization might be an Evangelical Alliance or a mission organization that works with the whole Body of Christ, which was largely the case in this study. The most frequent score given to the backbone organization was a “5”. The following graphs depicts the frequency of all scores.

Graph 6 Evaluation of Para-Church Support Services



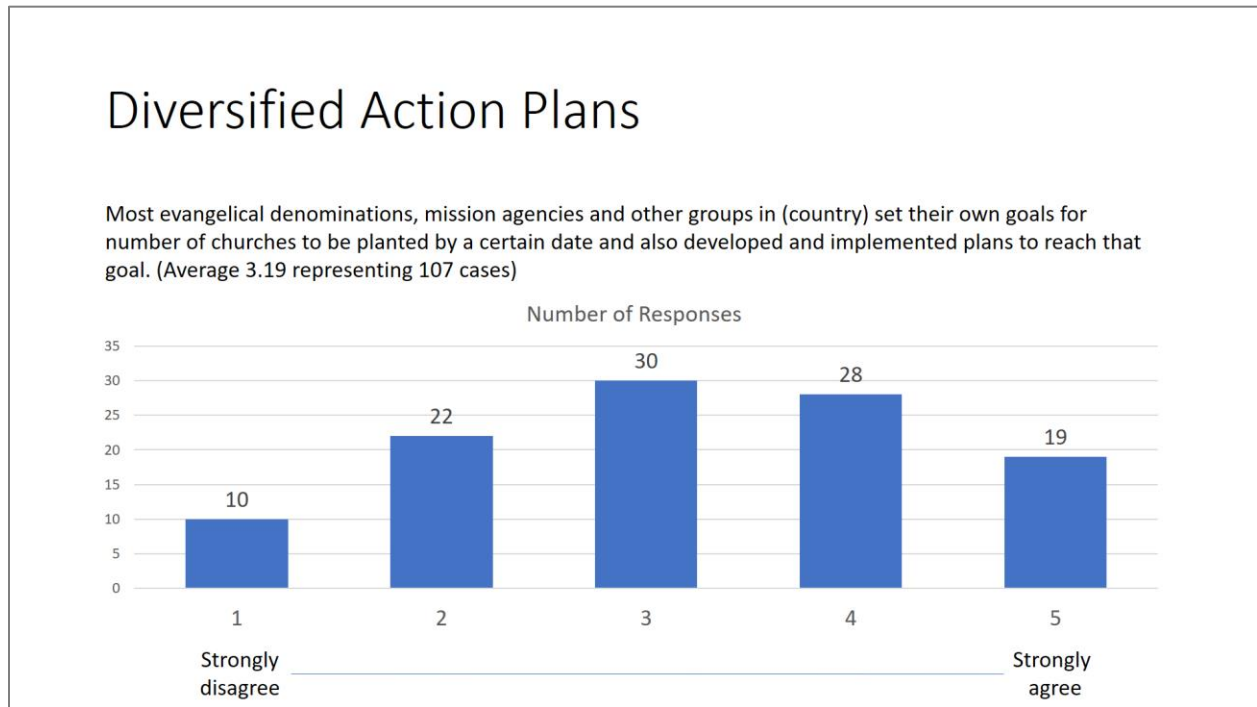
Incorporating the services of a “backbone” or para-church organization does indeed contribute to the effectiveness of a national church planting process. Statistical analysis for the subset of cases that excluded “outliers” affirmed the statement that “Services provided to the whole Body of Christ by a para-church organization (or organizations) were essential to the accomplishment of outcomes of the national church planting process.” *This finding was anticipated.* Further detail about collective impact and the backbone organization’s role in a national church planting process is provided in Appendix 5.

4. Diversified Action Plans

The survey asked respondents to evaluate this statement for the country of their most significant experience on a scale of 1 to 5: “Most evangelical denominations, mission agencies and other groups in (country) set their own goals for number of churches to be planted by a certain date and also developed and implemented plans to reach that goal.” In this case, the most frequent response was “3”, although the range of responses is weighted toward the “agree” end of the scale, as the following graph shows.

¹⁷ John Kania and Mark Kramer, “Collective Impact” (Stanford Social Innovation Review: Winter 2011), 36-41.

Graph 7. Evaluation of Diversified Action Plans



Statistical analysis for the subset of cases that excluded “outliers” indicated that diversified action plans have a direct contribution to outcomes, though by the smallest factor. *This finding was **not** anticipated.*

Ponder for a moment the importance developing actions plans for denominations, parachurch organizations, and local churches on a national church planting process. The SCP vision implies that each entity will develop and implement their own action plans. Without this happening, there will not be a fruitful national process. Several modern proverbs that highlight the importance of planning.

“He who fails to plan, plans to fail.”

“A goal without a plan is just a wish.” - Antoine de Saint-Exupery, French writer (1900 - 1944)

“If you fail to plan, you are planning to fail!” – Benjamin Franklin ¹⁸

Scripture also champions planning, for example Isaiah 32:8 “The noble man devises noble plans; and by noble plans he stands.” (NASB)

One respondent mentioned that “the fear of partners to implement a major strategic project” was, in his opinion, one reason why the national process in his country was only “somewhat effective” - although the execution of *every* element of the DAWN strategy was above the global average, with some scores among the highest in the entire survey.

Diversified Action Plans provide perhaps the best measure of the “buy in” of Christian leaders to the goal set by the delegates at the national congress. Developing action plans – and more importantly, executing those plans - is key to the national process.

¹⁸ A similar saying is attributed to Winston Churchill “He who fails to plan, is planning to fail.”

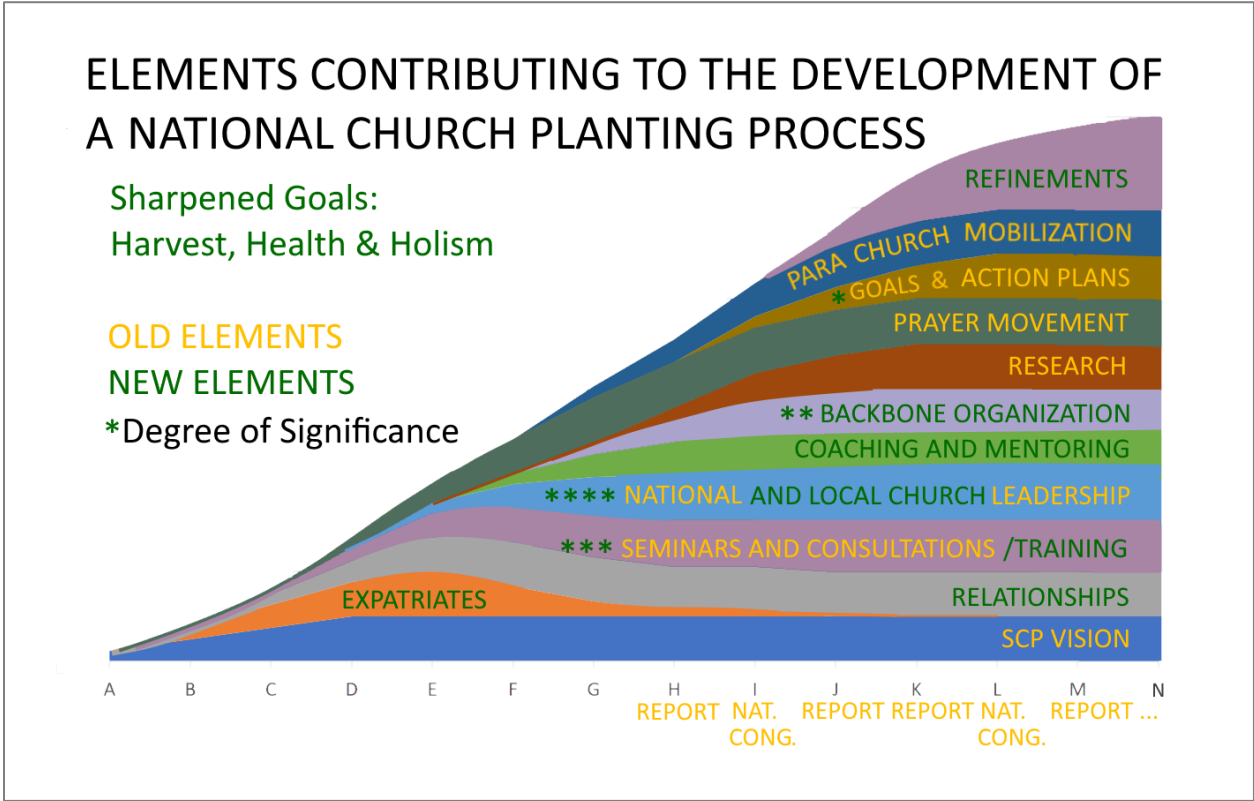
DAWN 2.0 – An Updated Model for Advancing National Processes

“The goal is to turn data into information, and information into insight.”¹⁹

“Therefore every scribe who has become a disciple of the kingdom of heaven is like a head of a household, who brings out of his treasure things new and old.”²⁰

This final section presents a model that brings together both old and new elements that contribute to the development of a national church planting process. We might also call this model DAWN 2.0 (See Illustration 3 below). This model suggests how the various elements are incorporated into the national process over time. The 12 elements belonging to the “ideal” DAWN strategy are noted in **GOLD CAPITAL LETTERS**. New elements that emerge from this study are set apart by **GREEN LETTERS**. These new elements include: the backbone organization; relationships; the importance of developing godly, competent national and local church leadership; training; coaching and mentoring; sharpened goals; refinements; and the role of expatriates in developing a national planting process in a new country. The green asterisks denote the four variables that are statistically significant predictors of favorable outcomes. Appendix 6, “Applying the Dawn 2.0 Model,” suggests several practical applications.

Illustration 3. Elements of the DAWN 2.0 Model



¹⁹ Carly Fiorina, former executive, president, and chair of Hewlett-Packard Co

²⁰ Matthew 13:52 NASB.

Facilitating A National Church Planting Process

Some workers, pondering all that is involved in developing a national process, may become overwhelmed or perhaps think: “This will never work in my country.” If this is the case, perhaps it would be useful to divide the entire process into four phases.

Phase 1: Lay the Foundation

These initial steps can be implemented in any context and lay the foundation for a national church planting process.

- Develop relationships that will open doors to assist leaders, local churches, ministry organizations and eventually denominations to develop and implement their own action plans;
- Gather information about your context, the Harvest Force and the Harvest Field;
- Nurture a prayer movement.²¹
- Cast vision for discipling the whole nation (Saturation Church Planting).

Involving experienced practitioners from outside may accelerate the initiation of the process.

Phase 2: Build the People and Structures that Support a National Church Planting Process

As a core group of people catches the vision for discipling the whole nation, focus on the four key variables, which over the long run, have proven fruitful in advancing an effective national process:

1. Develop leaders through personal mentoring and coaching.
2. Hold seminars and consultations for planning, strategy development, training and coaching.
3. Develop the network, structures and systems that support the national process.
4. Assist local churches, mission organizations, networks and denominations to develop and implement their own action plans for church planting and disciple making.

Phase 3. Launch the National Church Planting Process

As an ever-increasing number of leaders, workers and institutions begin to pursue a national disciple making vision, perhaps the moment is right to implement these elements of the “ideal” DAWN strategy:

- Form a National Committee with appropriate national leaders.
- Research the whole nation to learn more about the Harvest Force and Harvest Field.
- Hold the first National Congress.
- Set National Goals.

Phase 4: Keep the National Church Planting Process Moving Forward – This is Key!

- Report regularly on developments to keep people informed, encouraged and focused.
- Refine your systems and contextualize your church planting process for greater fruitfulness.
- Continue the national research process.
- Hold follow up gatherings at local, regional and national levels.
- Set new goals, dream new dreams following the leading of the Holy Spirit.

The four phases of the DAWN 2.0 model help break the overall process into more manageable tasks.

²¹ Paul Watson, one of the leading trainers in the field of Disciple Making Movements, observes “Every Disciple Making Movement is preceded by a Prayer Movement.”

Conclusion: A Long Obedience in the Same Direction

“Success requires a long-obedience in the same direction.”²²

“It is a long process that takes a lot of dedication and teamwork.”

As the experience of the Philippines shows, advancing a national church planting process is indeed a long process. The initial goal involved at 25+ year long process, and continues still today, now into its fourth decade. Just as no fruit tree yields a harvest in its first years, facilitating a fruitful national initiative is a long-term process.

A tenth of this survey’s participants shared a lesson related to the theme that developing a national church planting process requires a long obedience in the same direction. Here are their comments.

Success requires a long-obedience in the same direction.

It is a long process that takes a lot of dedication and teamwork.

It takes time and can be very frustrating.

There is suffering when planting church, but always a joy when a new church is planted.

Progress usually takes [a] long time. Investing today allows you to see results not tomorrow but [the] day after tomorrow.

It is tough job facilitating Regional and National partnerships for the sake of the unreached but it’s worth the trouble.

Things move slowly when working with multiple denominations, but over time, the buy in has been strong.

It is easier to get people to buy into a vision to plant churches than to buy into the hard work of planting them where there are none present (ethnically, culturally and geographically speaking)

It takes time to get the vision from top leadership (denominational leaders) to local leadership.

You need to be diligent to keep up with leaders and potential leaders, be patient with them.

Doing a national church survey and any necessary follow-up surveys in support of a specific SCP goal is both costly and time-consuming.

Consistency in implementing the process [is needed] till the local church understands multiplication.

Once the novelty wears off and the task proves harder or slower than they expected, some realize they're not up for the challenge. Calling people to commitment to the task (not to a time frame) is essential, as is calling people to "come and die" to their rights (and who knows, maybe one day physically, as well). This is not easy ever, and especially with the millennial generation.

²²This observation of one participant in the survey echoes a quote by Friedrich Nietzsche: "The essential thing in 'heaven and earth' is that there should be a long obedience in the same direction; there results, and has always resulted in the long run, something which has made life worth living." Quoted by Eugene Peterson, *A Long Obedience in the Same Direction*, 2nd ed. (Downers Grove IL: InterVarsity Press 2000), 13.

Facilitating a fruitful national church planting process takes time – and intentional effort. *It requires a long obedience in the same direction.* So “let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up.”²³

Reflection Questions

What impressed you most about the findings of this research?

What challenged your understanding of a national church planting process?

How do the findings of this research apply to your ministry?

What specific “refinements” will you make?

With whom will you share what you have discovered?

Join the Ongoing Conversation

You are invited to join the ongoing conversation about National Church Planting Processes. Sections from this report have been posted on the author’s blog, www.DiscipleAllNations.Wordpress.com. There you can share your perspective on what we are learning about facilitating National Church Planting Processes and follow the comments of others. Future reports will be posted there as well. If you have comments that you do not want to share publicly or you would like to have future reports sent to you, email the author at RussMitchell@oci.org.

The 2018 National Church Planting Process Survey

If you were *not* one of the 117 people who participated in the 2017 National Church Planting Process Survey and have been significantly involved in a national church planting process, **you can participate in the 2018 survey through [this link](#)**. Your responses to this survey will help future leaders better understand how to facilitate an effective national church planting process. This survey should take 10 to 20 minutes to complete. Your responses to this survey will be treated with the highest confidentiality. Only a few people with the data analysis group will know your responses. In no way will your identity be publicly revealed.

²³ Galatians 6:9 NIV.

Appendix 1: Research Methodology

The purpose of this study is to evaluate the effectiveness of National Church Planting (DAWN) initiatives on a global scale by means of an online survey.

Research Questions

This study was designed to investigate six specific questions:

1. Which persons have significant insight into facilitating national church planting processes?
2. Which national church planting processes have been highly effective?
3. What lessons have been learned about facilitating national church planting projects?
4. How closely have particular national processes followed the “ideal” DAWN strategy?
5. How closely does implementing the “ideal” DAWN strategy correlate with effective national church planting process?
6. How essential is the role of a para-church/backbone organization to the effectiveness of a National church planting process?

The Online Survey

A 21-question online survey was created to gather data needed to answer the six research questions.²⁴ The questions from the survey are provided in Appendix 2. A goal was set to have 100 persons with significant experience in advancing national church planting projects participate in the online survey.²⁵

The first four questions gather relevant information about the respondent’s experience: the number of countries a respondent has been involved in a national church planting process, the country of that person’s *most significant* involvement, and a brief description of that person’s role in that country’s process. A final open-ended question asks, “What would you consider to be one or two of the most significant lessons (positive or negative) that you have discovered about facilitating a national church planting process?” This question provided a wealth of new insights, which will be summarized later.

Most of the survey focuses on the country where the respondent has the **most significant experience**. Respondents were first asked to rate the effectiveness of the national church planting process for the country of their most significant experience on a scale from 1 to 5, 5 being “Extremely effective” and 1 being “Counter Productive”. A follow up question requests a brief justification for the evaluation given.

Twelve scaled response questions evaluate the implementation of the DAWN strategy for the country of the respondent’s *most significant involvement*. The questions are based on the eight-point DAWN strategy elaborated in Jim Montgomery’s book, *Then the End Will Come*²⁶. Montgomery considers this “the ideal DAWN strategy.”²⁷ This eight-point strategy provides a more workable theoretical basis for

²⁴ I am grateful to Murray Moerman, D.Min., Larry Kraft, Gordon Bonham, Ph.D., and Stan Nussbaum, Ph.D., for their assistance in developing the online survey. Also, the comments of the ten-person pilot group were useful in refining the survey.

²⁵ The survey was hosted at <http://www.internationalsurveys.info>. Each person invited to participate was sent an email that included a unique link (token) to the survey.

²⁶ Jim Montgomery, *Then the End Shall Come* (Pasadena, CA: William Carey Library, 1996), 63-73.

²⁷ *Ibid.*, 63.

this survey than the “13 Steps to a Successful Growth Program” outlined in *DAWN 2000*²⁸ or the 12 strategy “ingredients”.²⁹ A summary of the “ideal” eight-point DAWN strategy is provided in Appendix 3.

The final two questions, related to the last research question, solicit information about parachurch organizations that may have made significant contributions to national church planting processes.

Data Collection

Between September 7, 2017 and October 3, 2017, 362 persons who were known to have significant experience in advancing national church planting processes were invited to participate in an online survey. A total of 117 respondents provided usable information, exceeding the desired goal of 100 participants. The response rate was 32.3% The data gathered was analyzed with appropriate qualitative and quantitative techniques. The most significant findings are presented in this report.

²⁸ Montgomery, *DAWN 2000*, 211-219.

²⁹ *Ibid.*, 170-171.

Appendix 2: The National Church Planting Process Survey

We value your perspective about the National Church Planting Process or processes in which you have participated. Your responses to this survey will contribute to a better understand how to facilitate an effective national church planting process. This survey should take 10 to 20 minutes to complete.

1. In how many countries have you been involved in facilitating a National Church Planting Process?
(Choose one of the following)

None One country Two countries 3 to 5 countries 6-10 countries More than 10 countries
2. Which country represents your **most significant** involvement in a National Church Planting Process? Provide the name of the country _____. (If you had about the same involvement in two or more countries, choose the one in which you believe the Process was most fruitful.)
3. Rate the effectiveness of the National Church Planting Process in [Q2 Country] by selecting the choice that best fits your evaluation of the Process.

1 Counter Productive
2 Not very effective
3 Somewhat effective
4 Mostly effective
5 Highly effective
4. Briefly explain the key reasons that lead you to give this evaluation. [_____]
5. Briefly describe your role in [Q2 Country]'s National Church Planting Process. [_____]
6. What would you consider to be one or two of the most significant lessons (positive or negative) that you have discovered about facilitating a National Church Planting Process? [_____]

Indicate your agreement with the following statements about the National Church Planting Process in [Q2 Country]. Rate each statement on a scale from 1 to 5: 1 denotes strong disagreement; 5 shows strong agreement.

7. The National Church Planting Process In [Q2 Country] had a **national leader** (or multiple national leaders) who worked to mobilize the whole body of Christ in the Whole nation in a long-term strategy to disciple the nation, including all the people groups within it?

Strongly Disagree

Strongly Agree

1

2

3

4

5

8. The National Church Planting Process In [Q2 Country] had an active and influential **national committee** that worked to mobilize the whole body of Christ in the whole nation in a long-term strategy to disciple the nation, including all the people groups within it.

Strongly Disagree

Strongly Agree

1

2

3

4

5

9. The **goal** of the National Church Planting Process in [Q2 Country] was to fill the whole nation with evangelical congregations so that there is one within easy access both practically and culturally to every person in the nation.

Strongly Disagree

Strongly Agree

1

2

3

4

5

10. **Research** was a significant part of [Q2 Country]'s National Church Planting Process.

Strongly Disagree

Strongly Agree

1

2

3

4

5

11. The National Church Planting Process in [Q2 Country] held a **national congress** where most evangelical denominations and para-church organizations were well represented by their primary leaders and pastors to consider their whole nation and analyze the data collected.

Strongly Disagree

Strongly Agree

1

2

3

4

5

12. The delegation at the national congress in [Q2 Country] set and publicized a **specific goal** for the number of churches to be planted by a specific date.

Strongly Disagree

Strongly Agree

1

2

3

4

5

13. Most evangelical denominations, mission agencies and other groups in [Q2 Country] set their own goals for number of churches to be planted by a certain date and also developed and implemented plans to reach that goal.

Strongly Disagree

Strongly Agree

1

2

3

4

5

14. Many para-church organizations in [Q2 Country] that do not plant churches themselves assisted churches and denominations in their church planting projects.

Strongly Disagree

Strongly Agree

1 2 3 4 5

15. A sufficient number of reports were published about the exciting growth or challenges of the National Church Planting Process in [Q2 Country].

Strongly Disagree

Strongly Agree

1 2 3 4 5

16. A sufficient number of seminars and consultations were held with denominational leaders and pastors in various regions of [Q2 Country].

Strongly Disagree

Strongly Agree

1 2 3 4 5

17. A second national congress or additional congresses were held to evaluate progress, make plans and set new goals for the National Church Planting Process in [Q2 Country].

Strongly Disagree

Strongly Agree

1 2 3 4 5

18. The National Church Planting Process in [Q2 Country] was undergirded by **effective prayer**.

Strongly Disagree

Strongly Agree

1 2 3 4 5

19. Support services provided to all participating groups by a **para-church organization** (or organizations) were essential to the accomplishment of outcomes of the National Church Planting Process in [Q2 Country]?

Strongly Disagree

Strongly Agree

1 2 3 4 5

20. Identify the para-church organization or organizations whose role you consider to have been essential. [_____] (Question for those who answered 4 or 5 in the previous question)

21. Who else would you recommend that we ask about facilitating National Church Planting Processes?
[Name, email]

Appendix 3: The Eight Components of the DAWN Process

1. **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.
2. **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.
3. **It is a DAWN project if** there has been adequate research that determines:
 - a) the number of 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 themes that might best see a response to the gospel.
4. **It is a DAWN project if** a national congress is held where the primary leaders of all denominations and other parachurch organizations along with leading pastors 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.
6. **It is a DAWN project if** each evangelical denomination, mission agency and other 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.
7. **It is a DAWN project if** there is a national committee formed to keep the movement alive
 - a) through continued data gathering 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 undergirded by effective prayer movements on national, regional, denominational and local church levels.

Adapted from Jim Montgomery, *Then the End Will Come* (William Carey Library: Pasadena, CA, 1996), 63-73.

Appendix 4: The Development of DAWN as a Strategy for World Evangelism

The DAWN strategy became the predominate strategy for world evangelism in the last decade of the twentieth century.

In the 1990s the DAWN strategy was championed by the Lausanne Movement, the World Evangelical Alliance as well as the AD 2000 and Beyond Movement.³⁰ Two of the four objectives of the current Lausanne Movement clearly relate to the Saturation Church Planting vision: “The Gospel for every person” and “An evangelical church for every people.”³¹

The significance of the DAWN strategy can be measured by the number of countries that developed Saturation Church Planting processes. In 1994, DAWN Report #21, a special AD 2000/GCOWE edition, lists 68 countries with active projects and mentions 68 additional nations seriously considering a DAWN-type project.³² A 1998 report disseminated by the World Evangelical Alliance for the Ibero American DAWN Congress '98 provided information about DAWN projects for more than 60 countries.³³ In 2002, Dr. Steve Steele, then Dawn Ministry's CEO, presented a paper at The Billy Graham Center Evangelism Roundtable. Steele mentions “150 or so DAWN national Projects.”³⁴ Later he mentions 155 nations.³⁵ Stan Guthrie reports, “Dawn -oriented initiatives exist or are taking shape in 150 countries, 60 of which have set a total goal of starting 3 million churches. In those 60, a million churches have been planted in the last 10 years.”³⁶

Thus, the DAWN strategy had a significant impact on world evangelization in the 1990s, which continues into the third millennium - beyond AD 2000 - as other organizations, besides Dawn Ministries, which has reduced its activity due to financial constraints, continue to champion the advancement of national church planting processes.

³⁰ Stan Guthrie, *Missions in the Third Millennium: 21 Key Trends for the 21st Century*, rev. ed. (Carlisle, England: Paternoster Press, 2004), 80.

³¹ <https://www.lausanne.org/about-the-movement> accessed 12/27/2017.

³² DAWN Report Nr. 21, Published November 1994 by Dawn Ministries.

³³ Paper prepared for the Ibero American DAWN Congress '98, digital version, pages 1-2.

³⁴ Steve Steele, “A Case Study in Cooperative Evangelism. “The Dawn Model,” a paper presented at the Billy Graham Round Table of Evangelism at Wheaton College (2002), 1.

³⁵ Steele, 5.

³⁶ Guthrie, 80.

Appendix 5: The Backbone Organization

In relatively recent literature, sociologists have explored the concept of “collective impact” and have identified the important role of what they have termed “the backbone organization.” A National Church Planting Process executed according to the DAWN strategy is certainly an example of collective impact.

Kania and Kramer share their understanding of *collective impact*.

Collective Impact [is] the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Collaboration is nothing new. The social sector is filled with examples of partnerships, networks, and other types of joint efforts. But collective impact initiatives are distinctly different. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.³⁷

A follow up article, “Understanding the Value of Backbone Organizations”, also in the *Stanford Social Innovation Review*, provides a succinct summary of the importance of the backbone organization.

Backbone organizations essentially pursue six common activities to support and facilitate collective impact which distinguish this work from other types of collaborative efforts. Over the lifecycle of an initiative, they:

1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement practices
4. Build public will
5. Advance policy
6. Mobilize funding³⁸

This description has become foundational to further discussions of collective impact.

Those working in the social sector are highly interested in the leadership collective impact initiatives.³⁹ They find that a different skill set is needed to lead collective impact initiatives compared to leading a business or non-profit organization. This insight is relevant for advancing national church planting processes since national leadership was identified as the most significant factor of all variables studied.

A review of the DAWN process shows significant overlap with this description of *collective impact*. Although Montgomery does not use the term, “backbone organization” he recognized its importance. In *DAWN 2000*, he indicates that there is a “John Knox organization”⁴⁰ can provide research services and

³⁷ John Kania and Mark Kramer, “Collective Impact,” (*Stanford Social Innovation Review*: Winter 2011), 36, 38.

³⁸ Shiloh Turner, Kathy Merchant, John Kania and Ellen Martin, “Understanding the Value of Backbone Organizations,” (*Stanford Social Innovation Review*: July 2012), 4.

³⁹ See the works by Senge, Van Dyke, Crutchfield and McLeod noted in the bibliography.

⁴⁰ Montgomery, *DAWN 2000*, 91.

that the John Knoxer must have “organizational structure including the personnel and financial resources.”⁴¹ Montgomery then goes on to identify several John Knoxer type organizations.⁴² In *Discipling a Nation (1980)*, it is clearly mentioned that Philippine Challenge “is in a special category of para-church organization, for it does not limit itself to one specific task such as radio work or campus evangelism but rather serves the whole Body of Christ in a country in whatever way is needed to help it disciple the nation.”⁴³ Montgomery references Met Castillo, one of the national leaders of the process, who further elaborates the role of Philippine Challenge as:

- a) organizing regional/national Church Growth Workshops
- b) Providing objective evaluation of progress.

He adds “O.C., being trans-denominational, is the only one who can do it.”⁴⁴

Donald McGavran, the author of one particular chapter in “The Discipling of a Nation” adds two additional functions of Philippine Challenge.

- a) Publishing this book, *The Discipling of a Nation*.
- b) “In the last fifth of this century Philippine Crusades could also greatly assist the discipling of the nation and the reaching of the goal of 50,000 barangay churches through extensive research and dissemination of results. It should keep tabs on which peoples and homogeneous units are being saturated with churches and which are being neglected. To proliferate congregations in some units of society to the neglect of others will not result in the discipling of a whole nation regardless of the total number of churches planted.” (emphasis added)⁴⁵

So, Montgomery and McGavran understood how important the backbone organization could be to the development of national church planting processes, even if the term was not used. We could say that they were ahead of their time in promoting collective impact and in their understanding of the important role played by the backbone organization.

Initial Findings about the Backbone Organization

This research project hypothesized that an effective national church planting process benefits from having a supporting or backbone organization. *Statistical analysis of the data gathered by this survey confirms that the services of a “backbone organization” is an important factor that contributes to an effective national church planting process.* Most people (56.5%) responded to the question, “Support services provided to all participating groups by a **para-church organization** (or organizations) were essential to the accomplishment of outcomes of the National Church Planting Process in [Country]?” with either “4” or “5”. The most frequently given response was 5, strongly agree (32%). (See Graph 6 in the body of the report.) Further statistical analysis (linear regression) comparing the effectiveness of the national church planting process to the components of the DAWN strategy confirmed the hypothesis that “Services provided to the whole Body of Christ by a para-church organization (or organizations) were essential to achieving of outcomes of the national church planting process....” When testing models with the statistically insignificant data set (82 cases), the backbone organization **was always a**

⁴¹ *ibid.*, 177-178.

⁴² *ibid.*, 178-179.

⁴³ James H. Montgomery and Donald A. McGavran, *Discipling of a Nation* (Milpitas, CA: Global Church Growth: 1980), 146.

⁴⁴ *ibid.*, 146-147.

⁴⁵ *ibid.*, 147.

significant primary factor in predicting effectiveness. When analyzing a more diverse data set (104 cases), the backbone organization was identified as having a secondary influence on outcomes.

The follow up question for those who answered “4” or “5” was to identify para church organizations which were helpful. 61 persons provided names of at least one organization. The following twelve organizations were mentioned three or more times. Only one is an Evangelical Alliance.

Significant Parachurch Organizations Identified in this Study

Parachurch Organization	Mentions	Parachurch Organization	Mentions
OC International	20	Philippine Challenge	5
DAWN Ministries	9	Outreach Canada	4
Campus Crusade – CRU - Jesus Film	8	Philippine Council of Evangelical Churches	4
The Bible League	6	United World Mission	4
Misiunea Mondiala Unita MMU - Romania	5	The Alliance for Saturation Church Planting	3
Operation Mobilization	5	The International Missions Board	3

The linear regression path model with all data shows what the Backbone organization influences: Research, Vision, The national Committee, Prayer, the national goal, Reporting and others. It would be good to itemize those.

Follow up interviews and case studies may provide further insights into the value of a backbone organization to a national church planting process, an example of collective impact. A thoughtful practitioner will also benefit by reading the literature associated with Collective Impact and applying the insights to advancing national church planting processes.

Collective Impact Literature

John Kania and Mark Kramer. “Collective Impact.” Stanford Social Innovation Review: Winter 2011, 36-41.

Fay Hanleybrown, John Kania, and Mark Kramer. “Channeling Change: Making Collective Impact Work.” Stanford Social Innovation Review: 2012.

Shiloh Turner, Kathy Merchant, John Kania and Ellen Martin. “Understanding the Value of Backbone Organizations.” Stanford Social Innovation Review: July 2012.

John Kania and Mark Kramer. “Embracing Emergence: How Collective Impact Addresses Complexity.” Stanford Social Innovation Review: 2013.

Leslie R. Crutchfield and Heather McLeod Grant. *Forces for Good: Six practices of High Impact Non Profits.* San Francisco: Jossey-Bass, 2007.

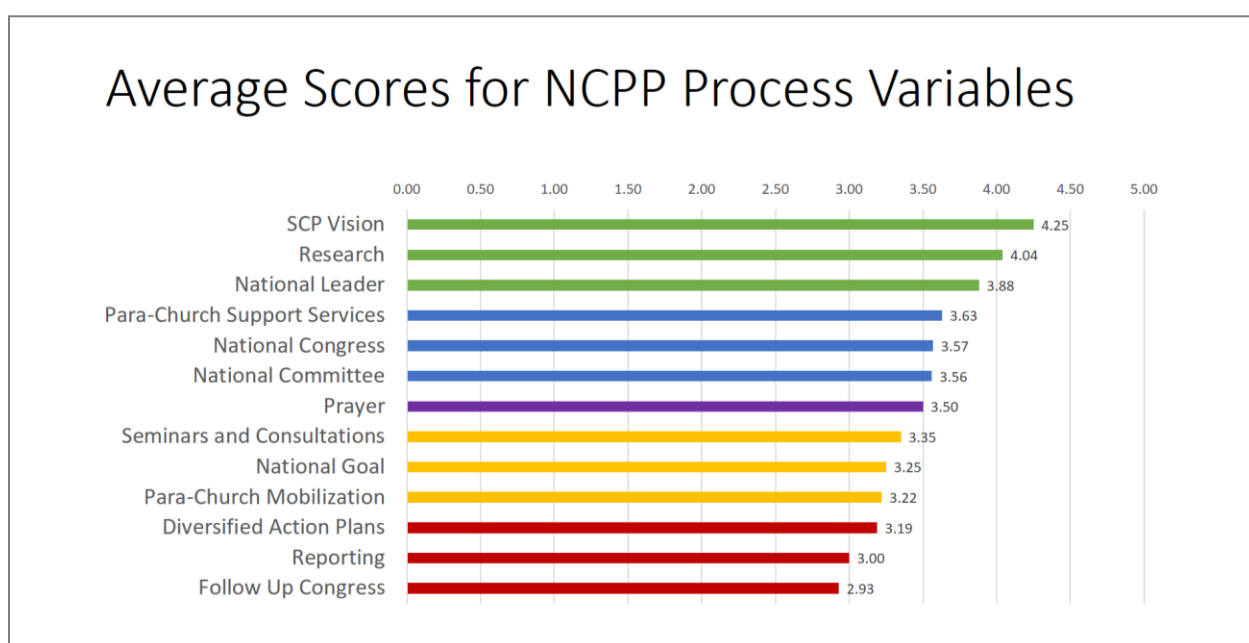
Peter Senge, Hal Hamilton, and John Kania. The Dawn of System Leadership. Stanford Social Innovation Review: Winter 2015.

Melissa Van Dyke. “Systems Leadership for Children’s Services in the USA.” (Extensive literature review) http://www.cevi.org.uk/docs/Systems_Leadership_Source_Paper_4a.pdf (Accessed 6/29/2017).

Appendix 6: Applying the DAWN 2.0 Model

Consider one practical application of this model. Christian Schwarz in *Natural Church Development* proposes this church growth strategy, namely to leverage a church's strengths to develop its weakest or "minimum factor" as identified by an objective evaluation.⁴⁶ A similar approach can be used to evaluate a national church planting process and develop action plans to improve. Focusing on the four critical variables of the DAWN 2.0 model, National Leadership, Seminars and Consultations, Backbone Organization and Diversified Action Plans, can be very fruitful. Strengthening the weakest of these critical variables by leveraging strengths should theoretically enhance the national process. Other low scoring variables should also be given consideration. Each nation's process, therefore, requires an "Unique Solution Strategy" due to its unique context and situation.⁴⁷

Consider the global scores. What variables ought to be strengthened based on this analysis?



In *Natural Church Growth*, Christian Schwarz notes with empirical certainty that when all eight elements in the NCD model surpass a particular quality index, growth will *always occur*.⁴⁸ In the context of this study, I chose to consider this question: What are the minimum values for the four critical variables necessary to have "mostly effective – 4" national church planting outcomes?

Using the mathematical formula for four variable linear regression model to predict outcomes, it was determined that to achieve a "mostly effective – 4" outcome, that a value of 4.22 is required for National Leaders, The Backbone Organization, Diversified Action Plans and Seminars/Consultations.

⁴⁶ Christian A. Schwarz, *Natural Church Development: A Guide to Eight Essential Qualities of Healthy Churches* (St. Charles, IL: Church Smart Resources, 1996), 104-125. Those unfamiliar with Schwarz's work will find this introduction helpful: http://ncd-international.org/public/natural_church_development.html.

⁴⁷ Term used by Edward Dayton in *Planning Strategies for World Evangelization* (Grand Rapids, MI: Wm. B Eerdmans Publishing Co, 1980).

⁴⁸ Christian A. Schwarz, *Natural Church Development* (Carol Stream, IL: Church Smart Resources, 1996), 40.

However, recalling two items, this study's significant finding that leadership is *always the most significant variable* and John Maxwell's comments about the "Law of the Lid", called into question the validity of a model where the four critical variables are equal in value. Maxwell claims that "leadership ability is the lid that determines a person's level of effectiveness." If a person's leadership ability is an 8, effectiveness will be no greater than 7.⁴⁹ Consider the average scores in light of Maxwell's comments.

The average score for the national leader in this study is 3.88. Note that only two scores are higher, SCP Vision and Research. All other scores are significantly lower and drop precipitously thereafter. In the context of this study, a 3.88 (average) national leader correlates with 3.58 average outcomes. Or we can generalize and say, as Maxwell claims, 8.0 national leaders will result in 7.0 national church planting process. Examining 13 countries with multiple responses, it was found that Maxwell's "Irrefutable Law" held true for 10 of the 13 countries. In most cases, the score for national leaders is greater than the outcome score.

Applying the insight that leadership ability needs to be greater than other variables, the linear regression formula was adjusted to determine which values would predict a "mostly effective – 4" outcome. The following values predict this outcome.

National Leaders:	4.50
Backbone Organization:	4.25
Diversified Action Plans:	4.00
Seminars and Consultations:	4.00

This proposed model also compares favorably to the countries with multiple responses. For the five multiple-response countries that report outcomes greater than 4.0, four of these countries have values for these four variables that are equal to or greater than the values proposed. These countries are Guatemala, Norway, The Philippines and Zimbabwe.

Discussion

1. Since this hypothesis was generated during the analysis phase of this study and the number of cases available to test the hypothesis are limited, it would be incorrect to consider the proposed values for the four critical variables "irrefutable laws." Further investigation involving a larger number of cases would be necessary to verify the predicted values. However, the data and analysis strongly suggest that these values are good predictors of "mostly effective" national church planting outcomes.
2. The proposed minimum values for the national leader (4.5), backbone organization (4.25), Diversified Action Plans (4.0) and Seminars/Consultations (4.0) are the likely "tipping point" values required for the outcomes for a national church planting process to be "mostly effective."
3. Application: Action taken to raise a national process's values for the four critical variables to meet or surpass these proposed values, should result in "mostly effective" outcomes.
4. The data strongly suggests that the level of national leadership needs to be greater than the targeted outcomes. The corollary is that weaknesses in leadership will limit the effectiveness of

⁴⁹ John Maxwell's blog, <http://www.johnmaxwell.com/blog/the-law-of-the-lid> (Accessed 01-06-2018). Also detailed in Maxwell's book, *The 21 Irrefutable Laws of Leadership*.

the national process. To set this model in terms of Maxwell's "Law of the Lid", 9.0 National Leaders are needed to achieve 8.0 NCPP outcomes. Careful choice of national leadership is recommended, as well as an intentional program of leadership development, which includes coaching and mentoring. Dr. Moerman suggested a future investigation of the impact of the national leader's longevity upon outcomes.

5. Regular evaluation is a tool that can enhance the effectiveness of national church planting processes. Schwarz proposes that about 30 people in a local church participate in a NCD survey as this provides an adequate number of perspectives for a reliable evaluation of the church.⁵⁰ In a similar way, evaluating a national church planting process likely needs a similar number of respondents. Follow up surveys at regular intervals (perhaps every two years) would provide valuable feedback that then can be used to sharpen the strategy for the national church planting process. The survey used for this research project could be adapted for this purpose. Such a questionnaire might include open ended questions related to a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats), which would provide additional insight about the context.

⁵⁰ Schwarz, 108.