

VISION 2020

FIVE-YEAR GROWTH PLAN

“May God be gracious to us and bless us and make his face shine upon us, so that your ways may be known on earth, your salvation among all nations...*May the nations be glad and sing for joy.*”

– PSALM 67



SUMMARY

In early 2016, after much prayer and discussion, the leadership of the Disciple Nations Alliance developed the following five-year vision and strategic plan. We believe that God is calling us to a more robust execution of our mission. Between now and 2020 we aspire to grow the reach of our programs substantially, directly reaching hundreds of thousands and indirectly reaching millions around the globe. The DNA's growth plan is founded on four key strategies, which we have begun to implement over the last 24 months. They are:

- Investing in online training in order to spread our training as widely as possible.
- Focusing specifically on young, emerging leaders of the global church.
- Identifying high-potential individuals for engagement in a new, intensive mentorship program aimed at equipping them to carry the mission of the DNA forward locally.
- Supporting selected high-potential graduates of the mentorship program in their efforts to develop creative, highly impactful ministry initiatives grounded in the DNA training.

These strategic decisions have the potential to take the Disciple Nations Alliance to a substantially higher level of impact. Our aspirations for 2020 are to see:



- 40,000 trainees from 120 countries enrolled in the Coram Deo online training, with new enrollments growing exponentially.
- An increase in the number of available online courses from one to five.
- Online courses available in at least seven major languages.
- 500 graduates from the new, intensive mentorship program, with cohorts in Africa, Asia, Latin America, Europe and the Middle East.
- The launch of at least eight new ministry initiatives conceived of by local champions.

"All this taught me one thing: The highest level of leadership is servanthood."

—Charity Mugeni (far right), a Coram Deo student in Nairobi with her "Disciplines of Love" group

PROJECT BACKGROUND

DNA's unique ministry is dedicated to healing broken communities by equipping local churches to play their God-ordained role as agents of comprehensive restoration. We believe that lasting social and cultural transformation begins with inward regeneration—with the heart and mind transformation that comes through faith in Jesus Christ. While local churches, who are tasked with preaching the gospel and discipling people in a biblical worldview, should be the key drivers of this process, too often faulty theological beliefs and practices hinder them from making the kind of profound transformational impact on their communities and nations that God intends.

Specifically, far too many churches have embraced an unbiblical sacred-secular dualism that limits their understanding of mission to the spiritual realm. They see their goal as saving souls and growing churches, but left unaddressed are real-world problems such as poverty, corruption, and conflict. These are viewed as “worldly” problems, best left to secular actors like the government and international aid organizations. As a result, churches are failing to be salt and light in their broken communities as Christ intends.

Centuries of missionary work are resulting in an incredible harvest for Christ. We are witnessing unprecedented church growth, even in the midst of broken societies. This growth provides a truly amazing opportunity. Over the past two decades, a church reform movement has emerged that is focused on helping the church recover a comprehensive biblical worldview as an antidote to sacred-secular dualism and cultural syncretism. It is helping the church rediscover her true identity, mission, and purpose: to *disciple nations*. We regard this as a “Kairos moment.” Many are hungry for this teaching, particularly the emerging generation of leaders.

The DNA is part of this larger movement. While many excellent organizations are addressing the need for church reform, our distinctive training was formed in the context of our work among the poorest of the poor. It is practical, not academic, and is focused around real-world issues of poverty and injustice. It is clear, simple (though not simplistic), and prioritizes application in the lives we seek to impact for Christ.

Our primary constituency consists of emerging church leaders in the Global South. Our training has proven effective in “tilling the soil” and breaking new ground in areas where churches have never been exposed to biblical worldview training. Our approach is highly leveraged, decentralized, and distributed, resulting in considerable influence that belies our modest size and budget.

PROGRAM DESIGN + RATIONALE

The overarching goal of the DNA is to see theological reformation in the church, resulting in transformational impact in communities (and nations). Imagine the change that would happen in communities where local churches:

- Practiced sacrificial neighbor-love, meeting physical, spiritual and social needs in their communities.
- Embodied and testified to the truth of God's Word, confronting cultural lies and bringing truth to bear in all areas of public life.
- Experienced vibrant growth as a *result of* their powerful influence in the community.

You might expect to see:

- Christ increasingly acknowledged as Lord over all.
- Biblical reform occurring in various areas of community life and culture.
- Increased economic sufficiency, social peace, and greater justice for the weakest and most marginalized.

This is the long-term, sustainable change we seek. In the near-term, our goal is to change the church's prevailing understanding of her mission and purpose, from one that measures success in terms of numbers of saved souls, numbers of church attendees, and numbers of churches planted, to one that measures success in terms of *discipling nations* so that they increasingly reflect the truth, goodness, justice, and beauty of God's Kingdom.



A DNA partner church in Phoenix, Arizona works with a local school to distribute boxes of food to families in need during school breaks.

OUR PURPOSE IS TO HELP LOCAL CHURCHES MOVE:

FROM	TO
A sacred-secular, higher-lower mentality	A biblical, wholistic mentality
An emphasis on numbers	An emphasis on impact (on people, communities, cultures)
The Great Commission understood as “saving souls”	The Great Commission understood as “ <i>discipling nations</i> ”
An emphasis on “believer”	An emphasis on “disciple”
An emphasis on the gospel of salvation	An emphasis on the gospel of the Kingdom
Seeing the church primarily in terms of “Sunday”	Seeing the church as salt and light every day of the week, in every sphere of society
Seeing the church as a building	Seeing the church as a people
Alienated/separated from the life of the community	Engaged in the life of the community, serving
An inward focus (building, programs, staff, etc.)	An outward focus on the community, nation, culture
A “church against the world” mentality	A “church for the world” (blessed to be a blessing)
A fearful, pessimistic view of the future	A hopeful, optimistic view of a new heaven and new earth
<i>Competition</i> with other churches/ denominations	Kingdom <i>cooperation</i>
A “one-man-show” emphasis on pastoral leadership	“Priesthood of all Believers”
Hierarchical “top down” pastoral leadership	Servant leadership focused on “equipping the saints for ministry”
Biblical illiteracy	Biblical literacy



To effect this change, the Disciple Nations Alliance has employed a three-pronged strategy:

1. WE DEVELOP AND SPREAD A TEACHING OR “SCHOOL OF THOUGHT.”

All of our teaching, training and messages revolve around these “seven core truths:”

- We proclaim that “Jesus is King!”
- His primary agenda is to advance His Kingdom.
- He does this by making disciples of all nations.
- His main agent in this task is the local church.
- The ministry of the church must be *wholistic* and *incarnational*.
- The local church must operate intentionally from the *biblical worldview*.

Our goal is to spread this teaching as widely as possible. Historically, our main vehicle has been through in-person “Vision Conferences.” Thousands of these conferences have been held in over 80 nations around the world, the vast majority by local trainers who have been trained by the DNA. We also spread our message through books, an online school (www.CoramDeo.com), and other media. Our books, curricula, and media have been published and distributed globally in multiple languages in both hard copy and digital formats.

Increasingly, our teaching is being adapted and spread throughout the globe by allied ministries, churches, and other organizations. DNA training has been utilized, adapted and spread by organizations like World Vision, Compassion International, Food for the Hungry, Youth with a Mission, The Chalmers Center, Reconciled World, Medical Ambassadors, and many others. Thanks to God’s provision, our message of hope in Christ and the application of biblical truth have reached untold millions.

2. WE EQUIP AND MULTIPLY INDIGENOUS CHAMPIONS.

DNA doesn't just spread its biblical teaching. We also equip and multiply a growing cadre of influential indigenous leaders, or "champions," who own, embody and spread the teaching in their respective worlds.



Between 1997 and 2001 DNA equipped and empowered a worldwide cadre of more than 30 first-generation leaders and trainers. Today, hundreds of second-, third-, and fourth-generation leaders and trainers are working in various communities and organizations all over the globe. The reach of our training has rippled and ricocheted so that today we truly have no firm grasp on how many trained leaders have been impacted by the work of DNA – and we regard this as a mark of our success.

3. WE EMPOWER THESE CHAMPIONS TO HAVE LASTING LOCAL IMPACT.

Having multiplied leaders and equipped them with our training, DNA has supported the formation of local networks to carry out its teaching in specific nations and regions. Today, there are 56 such networks across the globe. Each of these networks operates independently but has been inspired by, and continues to be informed and supported by, the DNA's work.

We also empower and support local Church leaders as they creatively apply the training through a wide variety of impactful ministries. The best way to explain this is to provide examples.

◆ In 1997, Aung Thet Nyunt of Myanmar helped organize the first DNA Vision Conference in Asia. The “seed project” – a concrete demonstration of Christ’s love carried out in the local community – that Aung undertook as part of the training ultimately grew into *Stars of Dawn*, now the largest, most influential Christian school in Myanmar. Aung and his wife Charity also worked tirelessly to spread DNA training to churches and denominations throughout the country, resulting in a nationwide adoption of the DNA training among Myanmar Christians while contributing to church unity and a growing prayer movement.

◆ Dennis and Irene Tongoi helped organize the first Vision Conference in Africa, in Nairobi, in 1998. Since then, they have raised up national training teams in Kenya, Tanzania, South Sudan, Pakistan, and England. Today, they lead DNA’s Africa network, with the goal of mobilizing training teams in every nation on the continent. Through their own direct work, and through their influence on organizations like World Gospel Mission, ReachGlobal, CMS, and the worldwide Anglican Church, the Tongois have reached many thousands of people.



◆ Tim Andrews, World Vision’s Tanzania director, attended his first Vision Conference in 2012. “It felt like an answer to a prayer,” he told us. The message “would break the yoke of poverty that results from a disempowered and dependency-oriented worldview. [DNA] training has become an essential foundational piece in the critical path for empowering communities.” Today, World Vision Tanzania is spreading the DNA teaching throughout Tanzania, reaching 4.2 million people.

◆ Chris Ampadu attended his first Vision Conference, in Ghana, in 1999. Since then, he has raised up training teams throughout West Africa. His work in Ghana was a finalist for the 2012 World Magazine Hope Award for Effective Compassion. Today, Chris is a principle trainer for Mercy Ships International, reaching thousands through their extensive network with the DNA teaching.

◆ Stephen Langa attended his first Vision Conference, in Kampala, in 2001. He has since pioneered the spread of DNA’s training in Uganda through his founding of Transforming Nations Alliance. Stephen and his allies have raised up a national training team in Northern Sudan and have spread the DNA teaching to Darfur and Egypt.

◆ Nam and Anna Ho attended their first Vision Conference, in Cambodia, in 1999. They went on to pioneer a vision of the training for rural churches in Southeast Asia, resulting in entire communities coming out of poverty. In 2013, Nam and Anna launched a new organization, Reconciled World, to take the same DNA-rooted training around the globe.

- ◆ Yarley Niño attended her first Vision Conference in 2008 as an influential YWAM base leader in Puerto Rico. In 2013, she helped launch Discipulando Latinoamérica, DNA's Spanish-speaking network. Today, Discipulando Latinoamérica is the fastest-growing DNA network in the world, multiplying hundreds of leaders and trainers in Latin America and reaching many thousands throughout the region and in Spain.
- ◆ Madan Shah attended his first Vision Conference in 2000. He was inspired to pioneer a Nepalese national training initiative, Vision Network Nepal, which is now spreading DNA's training to churches throughout the country.
- ◆ Demelash Lemma attended his first Vision Conference in 1999. From his position with the Evangelical Churches Fellowship of Ethiopia, he has since trained more than 500 trainers and reached more than 10,000 Ethiopian pastors and church leaders across 20 denominations. As a result, over one million people have come to faith in Christ, and 1,500 rural churches have been established.

For the DNA, our success consists in the growth in numbers of leaders such as these. They are living testimony to the “good works” that result from the impact of the DNA's teaching.



Less than a year after the launch of Discipulando Latinoamérica, approximately 160 pastors and leaders from 16 Latin American nations attended a week-long training in Panama. And the movement continues to grow!

WHERE WE ARE GOING: VISION 2020

In the last two years, the Disciple Nations Alliance has made four key strategic decisions aimed at maximizing our impact:

First, we invested in online training. To this end, we created and launched Coram Deo, an online platform for spreading the DNA's teaching as widely as possible. Coram Deo, which debuted in 2015, has already enrolled more than 1,300 people from 87 countries. More than 50 of these are now leading their own Coram Deo classes.

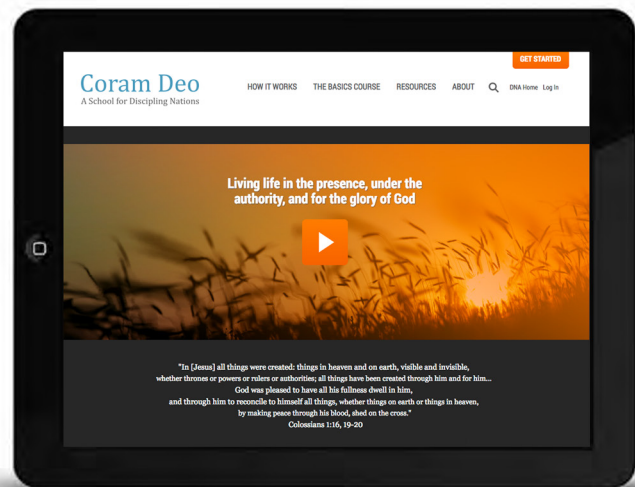
Second, we decided to prioritize young, emerging leaders as a key target group, for they have proven to be the most receptive to our training. They are moving

into leadership positions in the church. And they have a heart for church reform. DNA's co-founders, Darrow Miller and Bob Moffitt, are making this demographic a primary focus of their worldwide training and mentoring efforts. Earlier this year, we also implemented this strategy by investing in the scaling of a version of the Vision Conference for college students in Uganda.

Third, we decided to invest more time and resources into intentional mentoring of local leaders.

As the examples above demonstrate, it is in the raising up of dynamic leaders that DNA's work is most highly leveraged and has the most impact. Thus, we are developing a new two-year intensive, structured mentoring program which will draw from highly engaged Coram Deo graduates. It will combine online and in-person learning, and be conducted in the context of a small cohort with an assigned mentor. The goal is to multiply the number of leaders such as those profiled above.

Fourth, we decided to invest in leadership empowerment. This means we will work with selected, highly gifted leaders, encouraging them to follow-through on their visions as they develop new, high-impact projects and ministries. We will do this by more carefully defining and developing our "incubator services" including encouragement, coaching, nurturance, networking, and other layers of support designed to help them be successful.



Explore this free learning program at coramdeo.com.

Given these important new strategic directions, in early 2016, our board, staff, and global leadership team met to discuss the future. The result of this process was a clear sense that God is calling us to organizational growth. By deploying the new strategies described above, then, we are working to reach the following major goals between now and 2020.

- Reach more than 40,000 people through Coram Deo in 120 countries, with new enrollments growing exponentially.
- Increase the number of available Coram Deo courses from one to five, with new courses likely to include ones on church-based community development and reclaiming the dignity of women in fostering flourishing societies.
- Have Coram Deo courses available in at least seven major languages, including English, Spanish, Portuguese, Arab, and French.
- Graduate 500 people from the new mentorship program, including cohorts from Africa, Asia, Latin America, Europe, and the Middle East.
- Support the development and launch of eight new high-impact ministries conceived of by local champions.
- Hold major DNA forums biannually in Asia, Africa, Latin America, North America, and Europe.

Our 2016 operating plan includes:

- Launching a second Coram Deo Course titled “Monday Church: Our daily work for the service of man, the blessing of nations, and the glory of God” in June 2016. This course is based on Darrow Miller’s book *LifeWork: Developing a Biblical Theology for What You Do Every Day* and features contributions from teachers like Os Guinness, John Stonestreet and Amy Sherman.



- Conducting several training events in Singapore, Morocco, Colombia, Brazil and elsewhere.
- Releasing a fully revised 2nd edition of Darrow Miller’s book *Discipling Nations: The Power of Truth to Transform Cultures*.

DNA’s leadership and staff has prior experience with all program elements mentioned above. For more than two years, we have worked to develop, launch, and build out Coram Deo. Since we began in 1997, the DNA has been in the business of intensively mentoring new champions. Now we intend to do so in a more scalable, systematic, and deliberate way.

The first edition of *Discipling Nations* has reached all over the world, including into Tanzania where DNA friend Mwassa Jingi gave copies to top government and business leaders.

CONCLUSION

By 2020, the DNA aspires to be a strong, dynamic organization, able to effectively deliver on our mission and fulfill the task that God has given us with excellence. To realize this vision, we must grow our programs and operational infrastructure substantially. We have been emboldened to lay out a plan for doing this not only because we feel that this is where God is leading us, but also because God has blessed with a solid team of prayer and financial supporters as a foundation for such growth.

If you have any questions about the content of this document, please contact Scott Allen, president of the Disciple Nations Alliance Global Secretariat at sallen@disciplenations.org.



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