

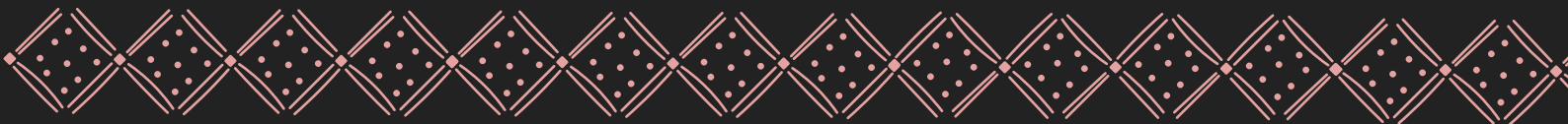


URBAN TRIBES

MULTIPLYING DISCIPLING COMMUNITIES AMONG GATEKEEPERS IN GATEWAY CITIES

PROJECT GUIDE

EXPLORING THE VISION • PROPOSING THE PROJECT • PREPARING THE
LAUNCH • PLANTING THE CHURCH

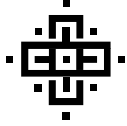


REVISED NOVEMBER 2024

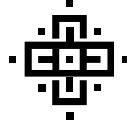
STRATEGIC GRID

We exist for the redemption and transformation of Africa's Gateway Cities and the Urban Tribes that call them home through strategic church planting.

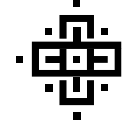
OUR TARGETS



Gateway City: A city that is an entry and exit point for a country or region. It is a business and cultural hub where trends are set and ideas are introduced. A Gateway City has enormous influence over both what comes into the city as well as all that flows out of that city to the surrounding nations.

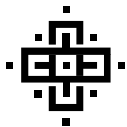


Seven Gates of Influence: Urban Tribes believes there are seven spheres of cultural influence that are key to reaching a Gateway City, we call those spheres of cultural influence "Gates." The Seven Gates of Influence are: religion, the arts, business, government, media, family, and education.

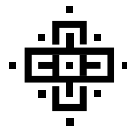


Gatekeepers: People who are influencers and emerging influencers shaping a region through their impact on one or more of the Seven Gates of Influence for the city.

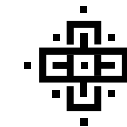
OUR COMMITMENTS



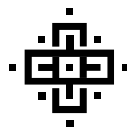
We are Vested in the National Church – We partner with the national church to make it stronger and to help it fulfill its vision.



We are Committed to Strategic Engagement – We demonstrate and execute a strategy to reach the culture shapers in the city through their spheres of influence.

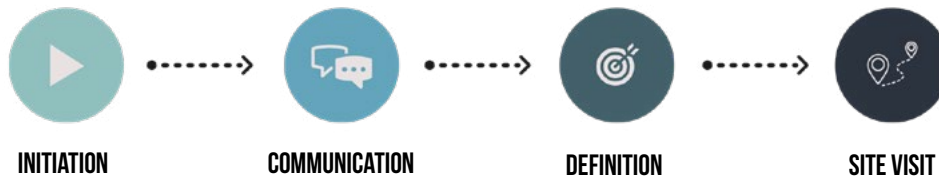


We are Accountable to Health and Effectiveness – We are willing to submit to measurement and accountability in health and effectiveness both as individuals and as churches to one another along with Urban Tribes leadership structures.



We are Committed to Collaborating for continental transformation – We invest resources as active members of a church multiplication network expanding the Urban Tribes network across the continent for Africa's redemption and transformation.

EXPLORATION PHASE



MILESTONE: Positive Approval=Proceed to Proposal

PROPOSAL PHASE



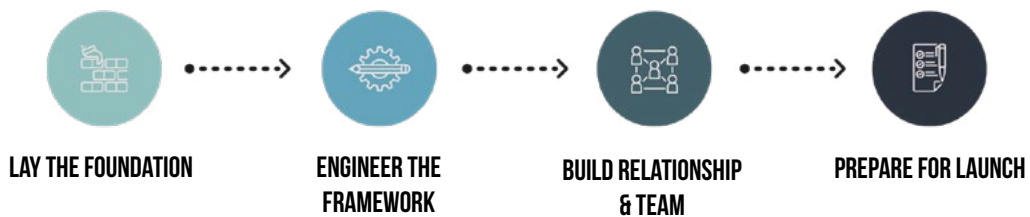
MILESTONE: Positive Approval=Proceed to Mobilization Phase, Going Public with Project

MOBILIZATION PHASE



MILESTONE: Approval to Proceed=Proceed to Prelaunch

PRELAUNCH PHASE



MILESTONE: Positive Approval=Proceed to Proposal

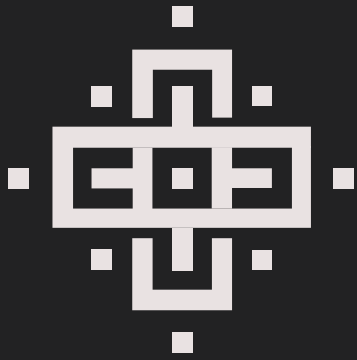
LAUNCH PHASE



TABLE OF CONTENTS

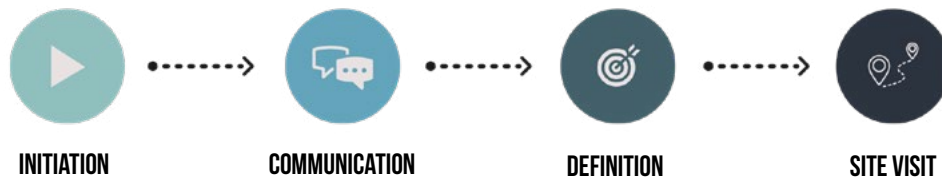
EXPLORATION PHASE	5
The Exploration Phase for an Urban Tribes Project	6
Initiation	7
Communication with stakeholders	8
Defining Project Specifics	10
A Site Visit	13
Project Recommendation	14
Urban Tribes Project Feasibility Scorecard	15
Exploration Phase Master Checklist	16
PREPARING & PRESENTING THE PROPOSAL	17
PREPARING & PRESENTING THE PROPOSAL	18
Developing A Strategy Summary	19
Developing A Resource Summary	21
Developing A Story Board & Connecting To The Urban Tribes “Brand”	23
Developing A Mobilization Strategy	27
Proposal Presentation	30
Project Proposal Scorecard	31
Proposal Phase Master Checklist	32
MOBILIZATION OF PEOPLE, PARTNERS, & RESOURCES	33
Mobilization of People, Partners, and Resources	34
An Important Word about Forward Movement...	36
Mobilization Phase Master Checklist	37
Mobilization Execution Scorecard	37
PRELAUNCH STRATEGY AND PREPARATION	38
Prelaunch Strategy and Preparation	39
Laying the Foundation	41
Engineering the Framework	44
Relationship and Team Building	47
Preparing for Launch	50
Proposal Phase Master Checklist	52
LAUNCHING	53
Prelaunch Strategy and Preparation	54
Maturing the Foundation Worksheet	56
The Church’s Relational Pathways	57
Relational Pathway Worksheet	58
The Church’s Discipleship Pathways	59
Discipleship pathway	61
The Church’s Missional Pathway	62
Missional Pathway Worksheet	63
APPENDIX	64
Coaching Opportunities	65
Urban Tribes Style Sheet & Branding Guide	67
Sample Gateway City Demographic	68
Resource Summary Sample	73
Story Board Text Draft Sample	74
Sample Memorandum Of Understanding	78
Memorandum Of Understanding (NC)	81
Sample Launch Budgets	84
Sample BAM Summary	86
Sample Team Covenants	90
Leader Reference	92

PROJECT GUIDE-PHASE ONE



EXPLORATION PHASE

THE EXPLORATION PHASE FOR AN URBAN TRIBES PROJECT



When a potential church planter or initiating entity senses a prompting from the Holy Spirit to explore the establishment of an Urban Tribes church in a gateway city it is cause for much prayer, communication, confirmation, and celebration.

Phase One of the defined processes for launching an Urban Tribes project is the Exploration Phase. In the Exploration Phase we present a five-step process that will guide the potential church planter or initiating entity from the initiation of the discussion to a recommendation for the project.

Urban Tribes leadership will work with the vision bearer, church planter, and/or initiating entity in exploring the calling, the need, the buy-in, and the feasibility of the project.

The Exploration Phase consists of these five steps.

- Step One: Initiation
- Step Two: Communication with stakeholders
- Step Three: Defining project specifics
- Step Four: Site visit
- Step Five: Project recommendation

1

STEP ONE OF THE EXPLORATION PHASE:

INITIATION

Consideration for and exploration of an Urban Tribes project may be initiated by an initiating entity.

INITIATING ENTITIES

An initiating entity is the person or entity who may initiate the exploration of a project with Urban Tribes leadership.

1. The leadership of the Urban Tribes continental initiative.
2. An AGWM Africa organizational leader.
3. An AGWM missionary who senses God's prompting or calling to explore the planting of an Urban Tribes church.
4. A national church entity wanting to initiate exploration of an Urban Tribes project / church plant.
5. A "mother church" or sending church outside the AGWM organizational structure desiring to initiate the exploration of an Urban Tribes church plant.
6. An Urban Tribes network church or pastor.
7. An Urban Tribes team member with a recommendation from their project leader.

Subsequently we may also refer to the initiating entity as the church planter or the vision bearer.

- Church Planter refers to the person or persons planning to plant and lead the church plant.
- Vision Bearer refers to the person, persons, or entity that carries the vision for the church plant. The vision bearer may be the church planter or a person or entity that is championing and bearing the vision to leadership and stakeholders.

INITIATION PROCESS

The initiating entity will reach out to the Urban Tribes Initiative Director to begin the exploration process. Urban Tribes leadership will guide and facilitate the vision bearer through the process.

Initiators presently serving on an Urban Tribes project will first consult with their project leader for a reference. (See Appendix page 92—"LEADER REFERENCE.") Once this initial contact is made between the vision bearer and Urban Tribes leadership, we will be ready for step two: Assuring Communication with Stakeholders.

CHECKLIST

- The initiating entity contacts Urban Tribes leadership for information about the initiation of an Urban Tribes projects
- Existing Urban Tribes team members have secured a reference from their present project leader. The project leader will send this reference directly to the Urban Tribes Initiative Director.
- Urban Tribes leadership presents and explains the four phases for launching an Urban Tribes project as presented in the Project Guide.
- Green light is given for continuing to step two: Communication with Stakeholders.

2

STEP TWO OF THE EXPLORATION PHASE:

COMMUNICATION WITH STAKEHOLDERS

Once the vision bearer initiates the Exploration Phase with Urban Tribes leadership, the next step is assuring communication with all stakeholders as to the vision bearer’s desire or prompting from the Holy Spirit to explore an Urban Tribes project.

Communication may have already taken place with many of the stakeholders, but this step is the formal undertaking to assure all stakeholders are in the communication loop and have been apprised and, when necessary, consulted regarding the possibilities of the Urban Tribes project.

In this step the vision bearer will do the following:

- Identify all stakeholders
- Establish communication with stakeholders
- Arrange and execute a meeting(s) with stakeholders

IDENTIFY STAKEHOLDERS

A stakeholder is an entity or person with a vested interest in aspects of the project or one who holds some authority or responsibility regarding the project as it relates to the organization, the city, the field, or our national church partners. Stakeholders may include the following:

- The Area Director
- National Church partners*
- AGWM field leaders
- Urban Tribes initiative leadership
- A Mother Church
- Others who may be deemed stakeholders
 - -----
 - -----
 - -----

*National Church partners refers to leadership (i.e., General or District Superintendent, executive leadership, etc., as defined by the Area Director) of the Assemblies of God entity or the church organization with whom AGWM Africa partners in the country where the gateway city is located. The Area Director shall direct communication with National Church partners.

ESTABLISH COMMUNICATION WITH STAKEHOLDERS

Urban Tribes leadership can and will help the vision bearer think through establishment of communication, the content of communications, and to whom those communications should be directed at each stage of the process.

ARRANGE AND CONDUCT A MEETING WITH STAKEHOLDERS

The vision bearer will arrange a meeting with each stakeholder. The Area Director shall direct communications with the National Church partners and will give direction as to how those meetings should take place.

The Area Director and an Urban Tribes leadership representative may accompany the vision bearer to the stakeholder meeting.

The agenda for the first meeting(s) is/are as follows:

- Present a high-level vision for planting an Urban Tribes church in the specific city.
- Give each stakeholder an opportunity to express their first impressions of an Urban Tribes project in a given city.
- Give each stakeholder an opportunity to surface any known challenges that will need to be addressed.
- Give each stakeholder an opportunity to give input as to the project and its timing.
- Attempt enlistment of each stakeholder as prayer partners and advocates for the project.

The vision bearer, the Area Director, and the Urban Tribes Initiative Leader will discuss the outcomes of the meetings, discuss any challenges or concerns, and discuss agreement as to whether it is time to proceed to the next step.

Urban Tribes leadership can provide consultation and coaching to prepare for these stakeholder meetings.

POST-MEETING COMMUNICATION STRATEGY

The vision bearer should consider an ongoing communications strategy where appropriate.

- What ongoing communication is necessary or desirable for each stakeholder?
- At what junctures of the project launch should each stakeholder be uniquely apprised?
- What will be the ongoing relationship with each stakeholder and what are your unique and intentional communication goals for each?

CHECKLIST

- The vision bearer arranges a meeting with all stakeholders.
- The vision bearer makes note of all encouragements, challenges, and concerns.
- The vision bearer meets with the Area Director and the Urban Tribes Initiative Leader to discuss challenges or concerns.
- We have ongoing and accountable communications strategy with stakeholders.
- We have identified next steps.
- We have a green light to proceed to step three.

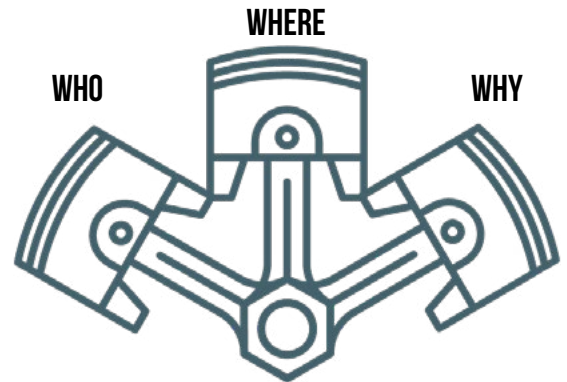
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STEP THREE OF THE EXPLORATION PHASE:

DEFINING PROJECT SPECIFICS

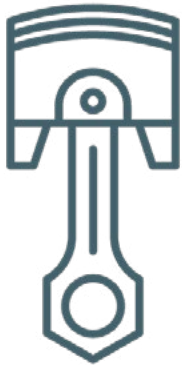
After stakeholder communication and a green light to proceed to step three, the vision bearer may begin the work of defining project specifics. Some of these specifics will doubtless already have been explored in preparation for the stakeholder meetings, but the formalization of project specifics is an important part of the recommendation process and will help the vision bearer articulate the specifics.

The project specifics are like a vision powering engine for the church plant. Think of an engine with three cylinders powering the vision. The three pistons for our vision engine are the WHO, the WHY, and the WHERE.



PISTON ONE OF OUR VISION ENGINE: WHO WILL LEAD THIS PROJECT?

THE PLANTER



When the church planter is already identified:

- The planter will complete a church planter's assessment to be shared with the Urban Tribes Initiative Leader.
- The planter and a representative of the Urban Tribes Initiative will discuss the results of the church planter's assessment and work with a coach to design a path forward in augmenting any areas identified for growth.
- A coaching plan will be initiated with the church planter that will focus upon identified opportunities and challenges. Regular feedback from the coaching will be discussed with the Urban Tribes Initiative leaders.

When the church planter is NOT already identified:

- Before a project can proceed to launch a church planter must be identified and engaged. Stakeholders can prayerfully work through the following questions as they pray and seek God for a pastor to lead the project.
- What type of church planter is needed in this particular situation?
- What kind of person are the initiating entity and stakeholders looking for?
- Following are some considerations in helping determine expectations for a church planter:

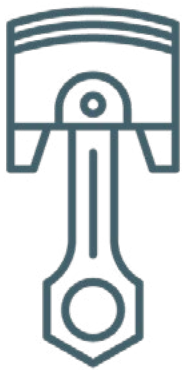
CONSIDERATIONS IN IDENTIFYING AN URBAN TRIBES CHURCH PLANTER

Many personality and style assessments exist and may provide insight and resource to this process. Following are some style types to aid the discussion and consideration of church planter criterion that will fit the desired church model, the field team, the national church, and the nuances and challenges of the target city:

- The **ENTREPRENEUR**: Self-starter, mobilizes people, adept at gathering resources. They make significant and quick strides, but they can make waves.
- The **COLLABORATOR**: Skilled at including others and giving everyone an opportunity to contribute. They sacrifice speed and scale by making stakeholders feel safe. A primary value is including people.

- The PIONEER: Able and willing to go places few others will go and thrive in the challenge of accomplishing something difficult with limited resources and support. They do not need a big team to get things done. They are self-starters and thrive in a self-directed environment.
- The MARATHONER: Consistent, resilient, and methodical in execution. They work well with a team, but they plod along even as team members come and go. They will not build fast, but they are steady and consistent over the long-haul.

PISTON TWO OF OUR VISION ENGINE: WHERE IS THE PROJECT TO BE LAUNCHED?



THE PLACE

The Urban Tribes Continental Initiative focuses upon the planting of churches in gateway cities. A Gateway City is a city that is an entry and exit point for a country or region. It is a business and cultural hub where trends are set and ideas are introduced. A Gateway City has enormous influence over both what comes into the city as well as all that flows out of that city to the surrounding nations.

The project specifics and strategy of an Urban Tribes church plant will reflect the “Seven Gates of Influence” strategy. A belief and value of Urban Tribes is that in influencing a gateway city and its surrounding region there are Seven Gates of Influence, or spheres of cultural influence that should be considered when engaging a city.

- Religion
- The Arts
- Business
- Government
- Media
- Family
- Education

The vision bearer (or stakeholders) will create a 3-to-5-page executive summary describing the current reality of the proposed city and its projected growth over the next decade.

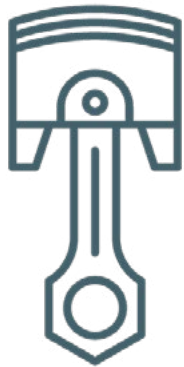
The summary should include:

- An answer to the question, “What makes the proposed city a gateway city?” This should include:
 - demographic information
 - information provided by marketing research entities
 - information from economic development and urban planning organizations

The executive summary should provide verifiable information (non-anecdotal) demonstrating the city’s role as a national and regional hub in cultural spheres of influence as identified in the Seven Gates of Influence strategy.

(A sample Gateway City Demographic is provided in the appendix.)

PISTON THREE OF OUR VISION ENGINE: WHY ARE WE PROPOSING A PROJECT IN THIS TARGET CITY?



THE PERSON

Our “WHY” is always the people God is sending us to reach. The pastor of an Urban Tribes church is first and foremost a pastor called to reach, love, and disciple people. Your “WHY” is the person, or the Gatekeeper in that gateway city.

THE GATEKEEPER

We define Gatekeepers as the people who are influencers and emerging influencers shaping a region through their impact on one or more of the Seven Gates of Influence: religion, the arts, business, government, media, family, and education.

The planter (or stakeholders) will create an infographic introducing the target audience of the project.

- This infographic should paint a picture of the Gatekeeper the project is planning to reach.
- It should give data and descriptive information as to who the Gatekeeper is, along with their concerns and motivations.

CHECKLIST

- The initiating entity identifies a proposed church planter.
- The church planter takes the church planter assessment.
- Urban Tribes assigns a coach to work with the proposed church planter in conjunction with Urban Tribes leadership to create a coaching path.
- The vision bearer creates and submits to the Urban Tribes Initiative Leader an executive summary supporting the proposed city as a gateway city.
- The vision bearer creates and presents to the Urban Tribes Initiative Leader an infographic portraying the profile of the proposed “gatekeeper”.
- We have identified next steps.
- We have a green light to go ahead to step four.

4

STEP FOUR OF THE EXPLORATION PHASE:

A SITE VISIT

The vision bearer will arrange and host a site visit. The site visit will give the vision bearer an opportunity to:

- Review the (3-piston) vision engine in context, including:
 - The fit of the church planter within the context (The WHO).
 - Experiencing the Gateway City and exploring opportunities within the Seven Gates of cultural influence
 - Experiencing the Gatekeepers and the people.
- Prayer walk the city to sense the spiritual climate and activity of God.
- Collect any relevant promotional collateral needed for next steps (i.e., photos, video, documents, etc.).

Every effort should be made to include all stakeholders who should be included at this stage of the process. At minimum, the initial site visit should include the vision bearer and a representative from the Urban Tribes Initiative.

During this site visit, the vision bearer and the Urban Tribes initiative representative will review relational, organizational, and strategic expectations.

CHECKLIST

- The vision bearer arranges a site visit with an Urban Tribes leadership representative.
- The vision bearer and the Urban Tribes Initiative Leader reviews relational, organizational, and strategic expectations.
- We have identified next steps.
- We have a green light to proceed to step five.

5

STEP FIVE OF THE EXPLORATION PHASE:

PROJECT RECOMMENDATION

After completing steps one through four and receiving a green light to move forward, the vision bearer will arrange a meeting with relevant stakeholders and a representative from Urban Tribes to communicate the vision and propose the project concept and feasibility.

Following the vision bearer's presentation, the Area Director, in conjunction with Urban Tribes Initiative leadership, will determine the project's feasibility and make a recommendation for either remediation of concerns and/or a recommendation for the project's advance to the proposal phase.

The following Urban Tribes Project Feasibility Scorecard is a matrix to aid in evaluating the gathered information and data. Typically, a red score in any one area would indicate a need to resolve a concern before proceeding, a yellow score in any area would indicate a need for some remedial action for continued consideration, and a green score in all areas would indicate a confidence to proceed.

MILESTONE

Once the project recommendation receives positive approval, the church planter will proceed to the Proposal Phase.

CHECKLIST

- The vision bearer meets with Urban Tribes leadership and any relevant stakeholders to communicate their vision and present the project.
- Leadership will discuss and complete the Urban Tribes Project Feasibility Scorecard.
- Leadership will present determinations and any contingencies to the vision bearer.

URBAN TRIBES PROJECT FEASIBILITY SCORECARD

PISTON	RED	YELLOW	GREEN
The PLANTER	Project does not have a planter or the planter is uncooperative with assessment or strategic grid.	Planter has been assessed but has not engaged in skills coaching. Planter attempts to engage the strategic grid but is failing to connect with the Urban Tribes mandates.	Planter is engaged in church planting coaching based upon assessment results. Planter is connecting the place and the people targeted with the Urban Tribes mandate.
The PLACE	A place has not been identified or the identified place does not have national or regional influence.	The identified place may show signs of influence but it has not been verified or articulated.	The planter has verifiable research showing the influence of this city nationally and regionally.
The PERSON	The planter has not identified, defined, or articulated the Gatekeeper this project will reach.	The planter has not presented a clear and verifiable picture of the Gatekeeper this project will reach.	The planter has presented a clear image of the Gatekeeper targeted by this project along with that target person's needs, fears, and hopes.
EXPECTATIONS	The planter has unmeetable expectations or is unwilling to agree to the expectations of leadership.	The planter has agreed upon expectations, but there are tension points.	The expectations of the planter and leadership are clear, agreed upon, and in alignment in both directions relationally.

EXPLORATION PHASE MASTER CHECKLIST

Step One: Initiation

- The initiating entity contacts Urban Tribes leadership for information about the initiation of an Urban Tribes project
- Urban Tribes leadership presents and explains the four phases for launching an Urban Tribes project as presented in the Project Guide.

Step Two: Communication with Stakeholders

- The vision bearer arranges a meeting with all stakeholders.
- The vision bearer makes note of all encouragements, challenges, and concerns.
- The vision bearer meets with the Area Director and the Urban Tribes Initiative Leader to discuss challenges or concerns.

Step Three: Defining Project Specifics

- The initiating entity identifies a proposed church planter.
- The church planter takes the church planter's assessment.
- Urban Tribes assigns a coach to work with the proposed church planter in conjunction with Urban Tribes leadership to create a coaching path.
- The vision bearer creates and submits to the Urban Tribes Initiative Leader an executive summary supporting the proposed city as a Gateway City.
- The vision bearer creates and presents to the Urban Tribes Initiative Leader an infographic portraying the profile of the proposed "Gatekeeper."

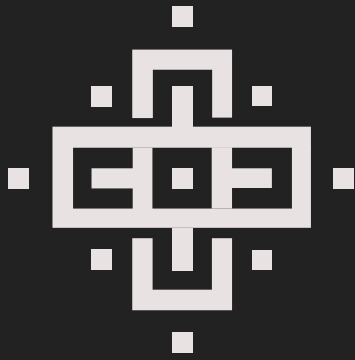
Step Four: A Site Visit

- The vision bearer arranges a site visit with an Urban Tribes leadership representative.
- The vision bearer and the Urban Tribes Initiative Leader reviews relational, organizational, and strategic expectations.

Step Five: Project Recommendation

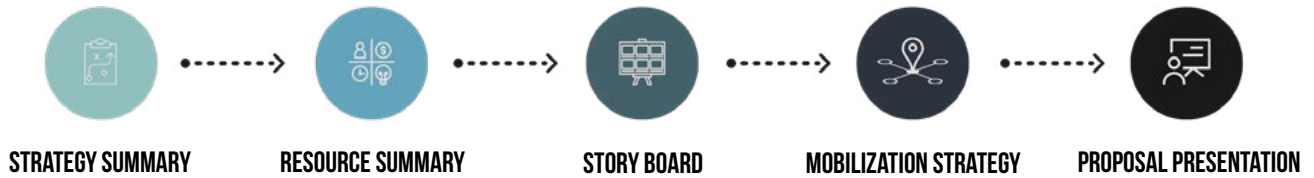
- The vision bearer meets with Urban Tribes leadership and any relevant stakeholders to communicate their vision and present the project.
- Leadership will discuss and complete the Urban Tribes Project Feasibility Scorecard.
- Leadership will present determinations and any contingencies to the vision bearer.

PROJECT GUIDE-PHASE TWO



PREPARING & PRESENTING THE PROPOSAL

PREPARING & PRESENTING THE PROPOSAL



Having completed the steps outlined in the Exploration Phase and having received a positive project recommendation from the Area Director and Urban Tribes Initiative Leadership, the project will enter the Proposal Phase. The proposal stage consists of the following five steps:

- Step One: Developing a Strategy Summary
- Step Two: Developing a Resource Summary
- Step Three: Developing the Brand and a Story Board (aka a case for support)
- Step Four: Developing a Mobilization Strategy
- Step Five: Presentation of the Proposal Summaries

The Proposal Phase will not only help the planter anticipate strategies, methodologies, and needs for the launch, but will also prepare the planter to articulate and present their project, raise up prayer partners, and mobilize team members and resources necessary for the fulfillment of the vision. This phase will help the church planter focus on the call and directives of God regarding the project and will prepare them to present the project with all of the excellence it deserves.

The Proposal Phase is about gaining approvals to take the project public and enter the mobilization phase. In this phase the planter will do the work of defining the project's strategy, story, resource needs, and mobilization strategy.

1

STEP ONE OF THE PROPOSAL PHASE:

DEVELOPING A STRATEGY SUMMARY

A Strategy Summary is a 3-to-5-page executive summary that describes the “how” of the project. It will outline key points of the strategic framework for the church plant. This document will not address minute details but will outline primary methodologies. It is a pre-cursor to the detailed plan that will come later.

An Urban Tribes coach will serve as a thinking partner to help the church planter think through key issues as the planter prayerfully develops this document. The coach will provide any needed clarification as to what the summary should contain.

WHY IS A STRATEGY SUMMARY IMPORTANT?

A Strategy Summary is a 3-to-5-page executive summary outlining key points of the strategic framework for the church plant. The following points present the importance of this Strategy Summary:

- It will help the church planter orient their thinking toward the Divine directives and Divine strategies they will employ in the development of the church.
- It will help the church planter articulate the strategic intent of the church to stakeholders, supporters, and potential team members.
- It will provide a direction for coaching and the longer-range strategic planning to come in preparation for the launch phase.
- It will help direct the development of the Resource Summary and the Story Board.
- It will provide a dreaming platform for the planter and Urban Tribes Initiative Leadership to fine tune the project according to the direction of the Lord.

WHAT SHOULD THE STRATEGY SUMMARY CONTAIN?

Again, the Strategy Summary does not get into minutia, but should supply a big picture outline. The summary will consider the following:

- What church planting model describes the planter’s vision for the church? (i.e., house church, cell church, large church, attractional church, etc.)
- What scriptures serve as an inspiration for the church plant?
- The planter will write a couple of paragraphs that describes the church they see in their spirit. What will the church look like in its first years, after five years, after 10 years? The planter will describe in detail what they “see.”
- Connecting to the realities of the proposed Gateway City, the Gatekeeper, and the Seven Gates of Influence, what primary methodologies will the church employ in reaching and gathering people?
- How will the planter reach and gather people pre-launch?
- How will the planter and team reach and gather people in the launch phase?
- How will the planter, team, and church reach and gather people post-launch (ongoing)?
- Connecting to the realities of the Gateway City, the Gatekeeper, and the Seven Gates of Influence, what primary methodologies will the church employ in making disciples?
- How will the team and church make disciples in pre-launch and launch phase?
- How will the team and church make disciples as the church matures?
- Connecting to the realities of the Gateway City, the Gatekeeper, and the Seven Gates of Influence, what multiplication methodologies will the church employ?
- How will the church, its leadership team, and its people engage and partner with and strengthen the national church?
- What other church planting and church development methodologies are important to the planter in describing the church they hope to plant and grow?

Following the completion of the Strategy Summary, the church planter will continue to the development of a Resource Summary.

CHECKLIST

- Engage an Urban Tribe coach to consider key points of your Strategy Summary.
- Consult the Gateway City profile and the Gatekeeper infographic from Phase One in the development of the Strategic Summary.
- Work with an Urban Tribes coach in the writing and development of the Strategy Summary.
- Discuss the Strategy Summary with the Urban Tribes Initiative Leader after having assembled the other Proposal Phase elements developed in steps one through four.

2

STEP TWO OF THE PROPOSAL PHASE:

DEVELOPING A RESOURCE SUMMARY

The Resource Summary will help the planter identify the people and financial resources needed for a successful project launch.

In this step the church planter will consult with an Urban Tribes coach in developing this Resource Summary. The planter and coach will consider the Strategy Summary and the documents created in Phase One in developing the Resource Summary.

The Resource Summary will not deal with the minutia of post-launch day-to-day operations but will focus upon needed resources for the pre-launch and launch phases.

WHAT SHOULD THE RESOURCE SUMMARY CONTAIN?

The Resource Summary will identify people resources needed for the church plant.

- Based upon the vision, the strategy, the planter's strengths and weaknesses, and the ministry and discipleship initiatives envisioned for the project, what team members and/or team member functions will the church plant ideally need?
- What gifts or skill sets will team members need?
- What experience levels will team members need?
- What qualifiers are important for team members who would be responsible for specific tasks?
- Is it possible to mentor or coach skill sets in lesser qualified team members?
-

The Resource Summary will describe the financial resources needed for the church plant.

- Based upon the context, vision, and personal realities, what financial resources will the planter need for personal support?
- Based upon the context, the vision, and the strategy, what financial resources will the church plant need to sustain the project in the PRELAUNCH phase?
- Based upon the context, the vision, and the strategy, what financial resources will the church plant need to support and sustain the project in the LAUNCH phase?
- Based upon the vision and scope of the project, what financial resources will be needed for POSTLAUNCH operations?
- What project and cash funds will be necessary?
- What equipment will the church plant need to launch?

The Resource Summary will consider the professional capacities needed for the church plant.

- Will the project include a BAM (Business as Mission) and if so, what financial resources does the planter project for launching the BAM?
- Will the project need to hire or employ services or individuals?

CHECKLIST

- Engage an Urban Tribe coach to consider key points of the Resource Summary.
- Identify people resources needed for the church plant.
- Identify financial resources needed for the church plant.
- Consider professional capacity needed for the church plant.

3

STEP THREE OF THE PROPOSAL PHASE:

DEVELOPING A STORY BOARD & CONECTING TO THE URBAN TRIBES “BRAND”

This step of the proposal phase considers two elements and how they work together to help the planter and team members clearly present and resource the project. The first element is building a Story Board for the presentation of your project and the second element is connecting to the Urban Tribes “brand.”

DEVELOPING AND BUILDING YOUR STORY BOARD

As the name implies, the Story Board will tell the story of the planter, the Gateway City, its Gatekeepers, and the vision for planting the Urban Tribes church. The Story Board will also present a high-level summary of the planter’s strategy and will appropriately present the need for team members, partnership, and resources. While the primary purpose of the Story Board is to help the planter articulate the vision, the exercise of creating the Story Board will give the planter an opportunity to think through major elements of the project and solidify the vision in their own heart.

The Story Board is an expanded case for support. Urban Tribes recommends the development of a full Story Board in preparation to supply information to primary partners and those considering key partnership and/or “mothering” the church plant. The church planter can easily create an abbreviated version from the full Story Board for broader distribution.

HOW DETAILED SHOULD THE STORY BOARD BE?

The Story Board not only invites team members, partners, and primary partners into the story, but also invites them to see themselves in the story. The Story Board should tell the story, describe the vision for the project, and leave room in the story for the insertion of the strengths and the DNA a “mother church” will be able to contribute to the project.

Prospective team members will bring strengths, vision, and calling to the project. The Story Board should be detailed enough for potential team members to understand what they are signing up for, but not so detailed that there is no room for them to bring their unique gifts and skills into the mix.

An Urban Tribes coach will help the planter think through the building of the Story Board. The following are elements for inclusion in the Story Board. The planter will not share ALL the information, or the whole story contained in the Story Board everywhere they go and with every person they talk to, but it will prepare the church planter to share every element of the project to each appropriate audience. The scope of the Story Board should allow the planter to comprehensively share the project with major investors, primary partners, or potential “mother churches.”

THE CHURCH PLANTER’S STORY

Partners will connect to a God-inspired vision; they will support the project if they believe in the planter and the vision to reach a Gateway City in Africa with the Gospel of Jesus Christ. God will call and raise up team members to join in the project.

As with any ministry initiative, the initiator and leader of the project is not the star, Jesus is the center.

While it is wise to take care to not self-promote and to walk in humility, the church planter, their family, and team members are major characters in the story. It is especially important that partners and potential team members know a little about the leader of this project. "Humble" and "brief" are good words to describe this part of the Story Board.

- An introduction to the planter, their family, and any co-leaders.
- A brief statement of credibility (i.e., what life and ministry experiences suggest the leader's qualification to lead this project, etc.).
- Any pertinent information related to the planter's call to this project.

THE GATEWAY CITY'S STORY

The Gateway City is the setting for the story. The heart of God for this city and an urgency for the planting of an Urban Tribes church is a main theme for the story.

- Draw information and insights from the prepared Gateway City demographic to show the city as a city that influences the region.
- Supply pertinent information as to how influencing the city for Christ is essential based upon opportunities related to the Seven Gates of Influence.

THE GATEKEEPER'S STORY

The Gatekeeper is a major character in the story. The person is always the focus of ministry. Draw information from the already prepared Gatekeeper Infographic for the Story Board. Remember, a Story Board is not about the presentation of raw information, it is the telling of a story. What is the Gatekeeper's story?

- Connect the mission of the church to the reaching of "the one" or the Gatekeeper.

THE STORY OF HOW THE VISION WILL BE ENGAGED AND ACHIEVED

The strategy is the plausible "how" for achieving the vision. Primary partners and potential team members will not connect to vague and philosophical ideas, they will connect to an articulable vision. This element should be brief, to the point, and present "handles" for the audience to grasp as to the project plan and possibilities.

- Draw from the already prepared Strategy Summary to give a high-level look at the "how" for this project. Remember, the Story Board is not simply relating facts, it is telling a story.
- Remember to relate the vision for any resources proposed in the project budget.
- Present any BAM projects related to the vision.

THE STORY OF PROVISION AND PARTNERSHIP

This is where the audience becomes a part of the story. The Story Board invites them to be part of the vision. Partners respond to vision before they respond to need. After having clearly articulated the story of the vision, this element presents the resources necessary for visional fulfillment.

- Review the already prepared Resource Summary and draw information pertinent to connecting the resourcing needs to the project vision. Tell a compelling story of victory with the numbers, the resources, and the need.
- People and Team Resources: Invite potential team members into the story and paint a picture that encourages them to see themselves in the story. Concisely but specifically describe the team members needed but leave room for God to speak to individuals about what He may want them to bring to this project.
- Financial Resources: The Resource Summary outlined the needs and the Story Board distills this summary down further into a few categories.
 - Tell the story of needed monthly support.

- Tell the story of the needed project funds.
- Tell a compelling story about the opportunity for a primary partner or “mother church” to invest people, strengths, and resources into a world changing and Kingdom building aim.

KNOCK THE BIGGER STORY BOARD DOWN INTO CONTENT THAT CAN BE BROADLY SHARED

A well-prepared Story Board is adequate to share the project vision with a potential “mother church” pastor and an inquisitive church board who will want to hear the story of this church plant and want assurance the planter is prepared for a large investment toward the vision. Others will not need all the details presented in the Story Board and for them you may want a Story Board summary in the form of a flyer or a brochure that succinctly tells the story at a glance.

Again, an Urban Tribes coach will help you think through the building of your Story Board.

USING THE URBAN TRIBES BRAND AND YOUR PROJECT BRANDING

The Story Board should connect the project to the Urban Tribes brand. As Urban Tribes gains momentum across our partner constituencies and potential partners see communications and displays from Urban Tribes planters and team members, Urban Tribes branding is becoming increasingly important. The development of your project’s brand in harmony with the Urban Tribes Initiative brand is critical and it will help you connect your project to the goodwill and confidence already building when people see Urban Tribes branding. The quality and clarity of the Story Board, communications, newsletters, social media posts, videos, lobby displays, and even public presentations will reflect on the planter’s specific project and upon Urban Tribes as a whole.

Urban Tribes supports a website at <https://UrbanTribes.tv> with both Urban Tribes and project information to help you and your team members. We will also provide templates for display banners, prayer cards, newsletters, and a recommended designer to collaborate with the planter and team members to create cards and materials to support the project and coordinate with the Urban Tribes brand. Urban Tribes templates and recommended designers can help the plant team communicate the story put forth in the Story Board.

To protect the integrity and the public perception of the Urban Tribes initiative, the following guidelines have been established. Urban Tribes requires that all uses of the name “Urban Tribes,” the Urban Tribes logo in any form, or any materials referring to affiliation or association with Urban Tribes follow these guidelines.

Any displays, printed materials, and promotional products using the Urban Tribes logo, or the Urban Tribes name must have concept and design approval from the Urban Tribes Initiative Leader or their designee. Such approval is generally obtained through a simple email with the concept and design attached.

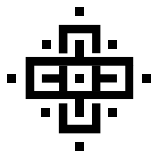
Urban Tribes has promotional products available for planters and team members to access for sale, for gifts, and for promotion. Again, any promotional products proposed or designed beyond those standard items available must have approval from the Urban Tribes Continental Initiative Leader or their designee.

Social media posts should remain faithful to the Urban Tribes mission. Please consistently use the Urban Tribes vocabulary and terminology in any social media post referring to Urban Tribes. Appropriate mentions of Urban Tribes in reports and partner updates will help build the brand and goodwill for all Urban Tribes projects.

The Urban Tribes logo, when used, should not be modified. There are two logo forms, just the Urban Tribes “cross” and the Urban Tribes “cross” in conjunction with the “Urban Tribes” wording. A logo style sheet is in the appendix of this project guide.

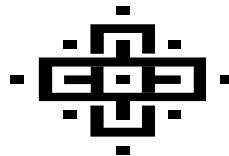
When using the digital Urban Tribes logo for printed or digital form (or anywhere else), the aspect ratio is of primary concern and must be maintained. In other words, do not “stretch” the logo. See figures 1 and 2 below.

When in doubt about logo use, just ask.



URBAN TRIBES

Fig. 1 Logo with proper aspect ratio



URBAN TRIBES

Fig. 2 Logo with improper aspect ratio (skewed)

CHECKLIST

- Engage an Urban Tribes coach to consider key points and timeline for the Story Board and its production.
- Prepare a Story Board that includes the following:
 - Include the story of the church planter and any co-planters.
 - Include the story of the Gateway City.
 - Include the story of the Gatekeeper.
 - Include the story of how the planter will achieve the vision, including any projects or BAMs.
 - Include the story of the need for resources and help potential team members and partners see themselves in the story.
- Work with an Urban Tribes approved designer to prepare the visual Story Board (aka case for support).
- Work with an Urban Tribes designer to prepare promotional materials and a “knock down” of the Story Board for broader distribution.
- Consult with Urban Tribes Leadership to assure all branding is in like with Urban Tribes guidelines.

4

STEP FOUR OF THE PROPOSAL PHASE:

DEVELOPING A MOBILIZATION STRATEGY

“Mobilization” is a term coined by the military to describe the readying of troops and supplies for strategic engagement. Urban Tribes and AGWM use the term “mobilization” rather than “recruitment” because of the belief that God is the One who recruits or calls His followers to places and people, our task is to mobilize the people God is calling and the resources He is supplying for the mission to which He has called us.

An Urban Tribes church plant is contingent upon mobilizing the resources necessary to launch and sustain the project. Using the documents previously created and used in the building of the Story Board, the church planter will propose and execute a strategic plan for mobilizing the needed team, partners, and resources. You will need the Story Board information when you begin contacting potential team members and key partners.

Mobilization has two components. Step Four is about Developing a Mobilization Strategy and Step Five is about Executing the Mobilization Strategy. The two parts go hand in hand and are not mutually exclusive or linear. The former is about the building of the strategy and the latter is about taking the actions of making contacts to sow seeds, grow awareness, garner interest, and to start gathering team members, partners, and resources.

You will engage the following three primary elements in the development and execution of your Mobilization Strategy.

- Team Mobilization
- Partner Mobilization
- Resource Mobilization

Our reliance upon the help of the Holy Spirit is paramount. When we use the word “strategy” we are not suggesting merely the leveraging of human knowledge, wisdom, and planning, but we are suggesting a Divine strategy carefully crafted through the practice of the Presence of God. When we say “mobilization execution” we deeply acknowledge our need for the Holy Spirit to direct us, guide us, and open doors for us. “Unless the Lord builds the house, those who build it labor in vain... (Psalm 127).”

As you build your Mobilization Strategy you will want to also reach back into your Summary Resource for details not included in your Story Board. You may find it helpful to go back and adjust your Story Board as you think through your mobilization plan.

An Urban Tribes coach will help you think through the development of your Mobilization Strategy and will help you transition your strategy into execution.

TEAM MOBILIZATION STRATEGY

In the Resource Summary completed in step 2 of this phase, the church planter projected team members and roles needed for the plant. The planter should consult this summary as they develop their team mobilization strategy. The strategy should have the following:

- A job description synopsis for each role. Job description details are not necessary as the planter will fine tune these after the identification of team members and assessment of their strengths and weaknesses. A simple bullet point outline will suffice as an aid to guide the church planter in conversations with potential team members.
- A strategy for identification of specific potential team members.
- A strategy for reaching out to specific potential team members.

- A communication strategy for communicating the project vision and proposed roles to potential team members.

Getting the right people on the team is more important than filling specific roles. The church planter should be open to divine encounters with potential team members who may bring different skill sets and contributions to the team than those originally anticipated.

PARTNER MOBILIZATION

How will the planter mobilize partners to support this vision?

- How will the planter communicate with and reach out to existing partners? What materials or information will the planter need to communicate and cast vision with this group?
- The planter will look for a “mother church” to serve as a primary ministry partner. How will the planter reach out to these potential partners and communicate the vision?
- Prayerfully consider the need for primary partners regarding other aspects of the project (i.e., a BAM, a specific project, etc.). How will the planter reach out and communicate with other primary partners?

CHECKLIST

- Communication plan for existing partners.
- Strategy to enlist a primary “mother church” partner.
- Identify other projects requiring primary partners and a strategy to engage those partners.

RESOURCE MOBILIZATION

- Identify other resourcing needs in addition to or beyond expectations from primary and secondary partners. Outline a strategy for gathering these other resources.
- Align the Budget Summary and Story Board with your Partner Mobilization Strategy and this Resource Mobilization Strategy.
 - What resources does the planter project from their partner base and how will the planter mobilize these resources?
 - What resources does the planter project from their primary partners and how will the planter mobilize these resources?
 - What resources does the planter project from team members and how will the planter mobilize these resources?
 - What resources does the planter project from other sources and how will the planter mobilize these resources?

CHECKLIST

Team Mobilization

- Make a list of team member roles needed based upon the Strategy Summary, Resource Summary, and Story Board.
- Outline a bullet point job description for each role as information points for prospective team members.
- Describe your strategy for team mobilization.

Partner Mobilization

- Communication plan for existing partners.
- Strategy to enlist a primary "mother church" partner.
- Identify other projects that will require primary partners and a strategy to engage those partners.

Resource Mobilization

- Projected resources from partner base.
- Projected resources from primary partners.
- Projected resources from other sources.

Urban Tribes Leadership Base Touch

- Touch base with the Urban Tribes Initiative Leader and/or your Urban Tribes coach to review the Budget Summary, Resource Summary, Story Board, and Mobilization Strategy Summary.

5

STEP FIVE OF THE PROPOSAL PHASE:

PROPOSAL PRESENTATION

The church planter will reach out to Urban Tribes leadership and arrange to present their summary proposal to Urban Tribes Leadership and the Area Director. The planter will include the following elements in the Proposal Presentation:

- The Strategy Summary
- The Resource Summary
- The Story Board (aka Case for Support)
- The Mobilization Strategy

MILESTONE

Following the proposal presentation and receiving a “green light” to proceed, the planter is ready to take the project public and begin the mobilization phase.

PROJECT PROPOSAL SCORECARD

PISTON	RED	YELLOW	GREEN
The STRATEGIC SUMMARY	The planter does not have a strategy that aligns with the Urban Tribes strategic grid.	The planter has a strategy, but it does not give a clear picture of how they will gather gatekeepers, make disciples, and/or multiply in Gateway Cities.	The planter has a strategy giving a clear picture of how they will gather people, make disciples, and multiply among Gatekeepers in Gateway cities.
The RESOURCE STRATEGY	The planter cannot or has not presented a resource proposal to support the project.	The planter has presented a Resource Summary that is missing information.	The planter presented a Resource Summary that presents a realistic picture of what it will take to plant the church.
The STORY BOARD (aka Case for Support)	The planter has not created an adequate case for support.	The planter has presented a case for support that needs to be stronger or contain more information.	The planter has presented a solid case for support to which partners will respond.
The MOBILIZATION STRATEGY	The planter does not have a thought-out Mobilization Strategy.	The planter has a Mobilization Strategy but needs to work on key areas.	The planter has a thought-out plan for mobilizing the people and resources necessary for the successful launch of this project.

PROPOSAL PHASE MASTER CHECKLIST

Step One: The Strategy Summary

- Engage an Urban Tribes coach to consider key points of your Strategy Summary.
- Consult your Gateway City profile and your Gatekeeper infographic from Phase One in the development of your Strategy Summary.
- Work with your Urban Tribes coach in the writing and development of your Strategy Summary.

Step Two: The Resource Summary

- Engage an Urban Tribes coach to consider key points of your Resource Summary.
- Identify people resources needed for the church plant.
- Identify financial resources needed for the church plant.
- Consider professional capacity needed for the church plant.
- Complete the Resource Summary for inclusion in your proposal.

Step Three: The Story Board and Branding

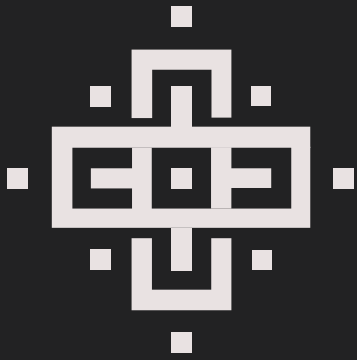
- Engage an Urban Tribes coach to consider key points and timeline for your Story Board and its production.
- Prepare a Story Board that includes the following:
 - Include the story of the church planter and any co-planters.
 - Include the story of the Gateway City.
 - Include the story of the Gatekeeper.
 - Include the story of how you will achieve the vision including any projects or BAMs.
 - Include the story of the need for resources and help potential team members and partners see themselves in the story.
- Work with an Urban Tribes designer to prepare the visual Story Board (aka: case for support).
- Work with an Urban Tribes designer to prepare promotional materials a “knock down” of the Story Board for broader distribution.
- Consult with Urban Tribes Leadership to assure all branding is in line with Urban Tribes guidelines.

Step Four: Developing a Mobilization Strategy

- Team Mobilization
 - Make a list of team member roles needed based upon the Strategy Summary, Resource Summary, and Story Board.
 - Outline a bullet point job description for each role to prepare you to give information to prospective team members.
 - Write a summary describing the strategy for team mobilization.
- Partner Mobilization
 - Communication plan for existing partners.
 - Strategy to enlist a primary “mother church” partner.
 - Identifying other projects that will require primary partners and a strategy to engage those partners.
- Resource Mobilization
 - Projected resources from partner base.
 - Projected resources from primary partners.
 - Projected resources from other sources

Step Five: Proposal Presentation

- Reach out to Urban Tribes leadership and arrange to present the proposal summaries to Urban Tribes leadership and the Area Director.



MOBILIZATION
OF PEOPLE,
PARTNERS, &
RESOURCES

MOBILIZATION OF PEOPLE, PARTNERS, AND RESOURCES



Having presented the proposal and having received a “green light” from leadership to proceed with the project, the church planter is released to take the project public to cast the vision and mobilize the people, partners, and resources required for the project.

This project guide sets forward a “mobilization phase,” but in reality, an Urban Tribes church planter is mobilizing people and resources long after the launch of the project. This phase might be better termed the “initial mobilization phase”.

This mobilization phase will utilize all the elements presented in the planter’s Story Board and will build upon their already prepared mobilization strategy. The planter may have already reached out to some potential partners and team members, but The Mobilization Phase focuses upon assuring the gears are moving toward resourcing the project.

Mobilization Execution can take as long as 12 to 24 months from start to completion. An Urban Tribes coach and Urban Tribes leadership will be available to the planter during that time. The completion of mobilization is critical to moving forward into the pre-launch and launch phases.

An Urban Tribes coach will provide coaching throughout the duration of Mobilization Execution.

In preparation for the mobilization phase the church planter should assure the following steps are complete or in process:

- Story Board (aka Case for Support) and supporting documents are designed and printed, including a version for presentations to primary partners and a more concise version for broader distribution.
- Web support on the Urban Tribes website is in place or in process.
- Display materials, prayer cards, etc., are in place or near completion.

As with the development of the Mobilization Strategy, execution will focus on three areas:

- Team Mobilization Execution
- Partner Mobilization Execution
- Resource Mobilization Execution

TEAM MOBILIZATION EXECUTION

The planter will review their Team Mobilization Strategy and begin execution.

- Review your team member strategy list and roles descriptions developed in your mobilization strategy.
- Prayerfully compile a list of people you know who could fill those roles and make initial contact with them to ask them to prayerfully consider involvement on the team.
- Compile a list of pastors, key ministry partners, and others who may be able to help identify and mobilize needed team members.
- The planter will contact and consult with Africa’s Call (AGWM Africa Mobilization) about team needs.

Team Development Pointer: When seeking team members and building a team three components are of utmost importance:

- **Chemistry:** Will the person fit with the project, the context, the leader, and other team members? A team member who does not fit will slow the project and eventually leave without making any significant contribution. The planter should do due diligence in interviewing potential team members to assure a workable team fit in a church planting environment.
- **Character:** Is the person known to be a person of integrity and diligence and is the Fruit of the Spirit evident in their lives? Character flaws are difficult, if not impossible to fix in a ministry context.
- **Competency:** Does the person have the experience, skill set, or abilities to contribute to the project? Deficiencies in skill or capacity are very possible to develop and grow in a ministry context if the chemistry and character are present, but it will take a commitment on the part of the leader and the ROI of the investment in an intense ministry context should be carefully evaluated.

AGWM Mobilization and/or leadership may have suggestions as to those who could or should be on the team, but the church planter will need to carefully assess chemistry, character, and competency before onboarding team members.

PARTNER & RESOURCE MOBILIZATION EXECUTION

Taking steps to engage the partners necessary for the execution of the vision.

- Organize your list of current partners. How will you communicate and reach out to them? When and how will you initiate these contacts?
- Prayerfully create an exhaustive list of potential partners. How and when will you communicate the vision and reach out to this list?
- The planter will actively look for a “mother church” to serve as a primary ministry partner. Prayerfully compile a list of potential primary partners for the church plant. How will you reach out to these potential partners and communicate the vision?
- Prayerfully consider and compile a list of those who could be primary partners with other aspects of the project (i.e., a BAM, a specific project, etc.). How and when will you reach out to those on this list and how will you communicate the vision to them?

The Urban Tribes Initiative Leader or an Urban Tribe coach will help the planter think through approaching and making presentations to potential primary partners. The Urban Tribes Initiative Leader or and Urban Tribes coach will help the planter navigating discussion and negotiation of any ensuing Memorandums of Understanding (M.O.U.) with the mother church. See the sample M.O.U. in the appendix of this document.

AN IMPORTANT WORD ABOUT FORWARD MOVEMENT...

The Mobilization Phase takes time but as the church planter sees people and resources coming together with certainty, they will want to keep one eye on mobilization and one eye on preparing for prelaunch and launch. This may include the following:

- Building relationship with potential team members who are starting their own approval and onboarding processes.
- Dreaming with primary partners about next steps.
- Establishing timelines, structure, and strategic execution goals.
- Etc.

Urban Tribes leadership and the church planter's Urban Tribes coach will encourage them at various junctures to think ahead to pre-launch and launch elements. As mobilization success becomes apparent the church planter will start considering next steps.

The phases and steps of launching an Urban Tribes project are not always linear and the tension and coordination of the mobilization phase with an eye on the next steps is an ongoing challenge for which Urban Tribes will give support, encouragement, and guidance.

MILESTONE: FINAL PROJECT APPROVAL

Once the people, the partners, and the resources are sufficiently mobilized AGWM Leadership will consider final approvals. Once leadership gives the "green light" to go ahead, the planter and their family will prepare to relocate and move fully into the prelaunch phase.

MOBILIZATION PHASE MASTER CHECKLIST

Team Mobilization

- Make initial contact with potential team members on your list and ask them to prayerfully consider involvement on the team.
- Reach out to those on your list who may be able to help identify and mobilize needed team members.
- Reach out to Africa’s Call and have personal conversations with the director or their designee about your mobilization needs.
- Connect with and interview potential team members to sufficiently assure character, chemistry, and competency for your specific team context.
- -----

Partner Mobilization

- Make initial contact with your current partner base and share the vision, enlist continued partnership, and solicit their prayers and ongoing partnership.
- Implement an execution strategy for contacting potential partners.
- Make relational contacts with possible “mother church” and primary partner entities. Consult with the Urban Tribes Initiative Leader and your Urban Tribes coach as to refining your strategy and gaining insights as to best practices in building those relationships and making those contacts.
- -----

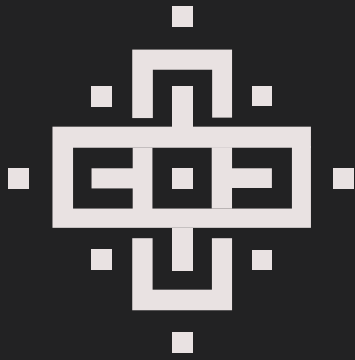
Resource Mobilization

- Baseline your present support against your projected support needs. What steps are you taking to bridge the percentage gap?
- Baseline your present project balances with your projected project financial needs. What steps are you taking to bridge the gap?
- -----

MOBILIZATION EXECUTION SCORECARD

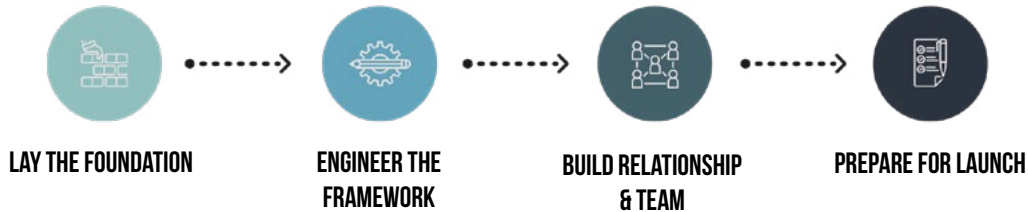
PISTON	RED	YELLOW	GREEN
MOBILIZATION EXECUTION	The planter has not mobilized people or resources sufficient for this project.	The planter has mobilized some people and resources, but not enough for carrying out this project.	The planter has mobilized the people and resources necessary for the successful launch of this project.

PROJECT GUIDE-PHASE FOUR



PRELAUNCH STRATEGY AND PREPARATION

PRELAUNCH STRATEGY AND PREPARATION



The phases for the launch of an Urban Tribes project are not purely linear. In fact, the planter began their work on the prelaunch strategy in the development of their proposal summaries and Story Board. During the mobilization phase the planter’s attention gradually shifts from initial mobilization to actualization.

The prelaunch phase will last about 12 to 18 months with foundational documents starting to take shape even before the mobilization phase has ended. The length of the prelaunch phase not only depends on having enough time to prepare for the launch, but the most essential element of the prelaunch phase is gathering a core for the church. Every situation is unique, but practically speaking, the core of the church should grow to about 50 people before it will have enough critical mass to progress to the launch phase.

EVERY SITUATION IS UNIQUE, BUT PRACTICALLY SPEAKING, THE CORE OF THE CHURCH SHOULD GROW TO ABOUT FIFTY PEOPLE BEFORE IT WILL HAVE ENOUGH CRITICAL MASS TO PROGRESS TO THE LAUNCH PHASE.

This project guide uses the phrases “prelaunch,” “soft launch,” and “hard launch.” In way of definition, prelaunch refers to the time the planter begins to make actual preparations toward the launch of the church. Prelaunch continues through preparation until the gathering of a core of about 50 people for the church plant. The soft launch is when the core has secured a public meeting space, all the necessary equipment and launch elements are in place and ready to go, and the church starts holding services to ready themselves for a full public launch. The hard launch is the actual public launch and “grand opening” of the church.

An Urban Tribes coach can significantly help the planter balance their continuing mobilization work with the need to give increasing attention to a prelaunch strategy and timeline. In the prelaunch phase attention is given to the following components:

- Component One: Laying the Foundation
- Component Two: Engineering the Framework
- Component Three: Relationship and Team Building
- Component Four: Preparing for Launch

In previous phases of the Urban Tribes Project Guide we characterized the progression of the phase as “steps.” In the prelaunch phase, rather than calling the elements “steps” we refer to them as components because they do not necessarily progress in order and they are each a part of the whole. With the aid of an Urban Tribes coach, the planter will consider each of these components and work them into a strategic timeline during the prelaunch phase.

The importance of the prelaunch phase is laying a foundation that will sustain the building of a church positioned to reach gatekeepers and influence a gateway city for Jesus Christ.

Throughout the prelaunch phase it should be iterated and reiterated that the planter and team's primary task is relational development, being in the community, gathering people, and making connections with those who will form the core of the church.

MILESTONE

After working through each component of the prelaunch strategy, the planter will submit a proposed timeline for the phase to the Urban Tribes continental leader and others as may be prescribed. Actual execution of the timeline elements will take place over the next 12 to 18 months. The timeline will aid the planter and Urban Tribes leaders and coaches in providing an accountability framework for the planter's progress toward building a core and preparation for launch.

1

PRELAUNCH COMPONENT ONE:

LAYING THE FOUNDATION

We consider these foundational elements in this section:

- Defining and clarifying the church's values, mission, and vision.
- Establishing prioritization and accountability structures.

DEFINING AND CLARIFYING THE VALUES, MISSION, AND VISION

By the prelaunch phase the planter has already taken a number of steps toward definition and clarification of the values, mission, and vision in the summaries, the Story Board (Case for Support), and collaboration with the mother church and aligning with its DNA. All these elements come to bear in the formalization of the churches founding and supporting statements.

TIMELINE

The church planter should define and clarify the values, mission, and vision within the first month or two of the prelaunch timelines.

WHY ARE VALUES, MISSION, AND VISION CLARITY AND ARTICULATION IMPORTANT TO THE CHURCH PLANT?

Core values answer the “why” questions for the church. Every church and every pastor have core values, the question is whether they have identified and articulated those values. Core values provide a framework that drives everything the church does. Core values are an evaluative asset that directs and redirects the church's attention on their reason for being.

The mission presents a clear and compelling ministry direction. The mission answers the “what” question: “What is this church supposed to be doing?”

The vision is a description of the church's preferred future. It is a clear picture toward which the church can unify and strategize.

Values, mission, and vision are essential before the church can create a clear strategy. The strategy is the “how:” “How are we going to live out our values, accomplish our objectives, and get to the place we see in our spirits?”

PRACTICAL STEPS IN DEFINING AND CLARIFYING THE VALUES, MISSION, AND VISION

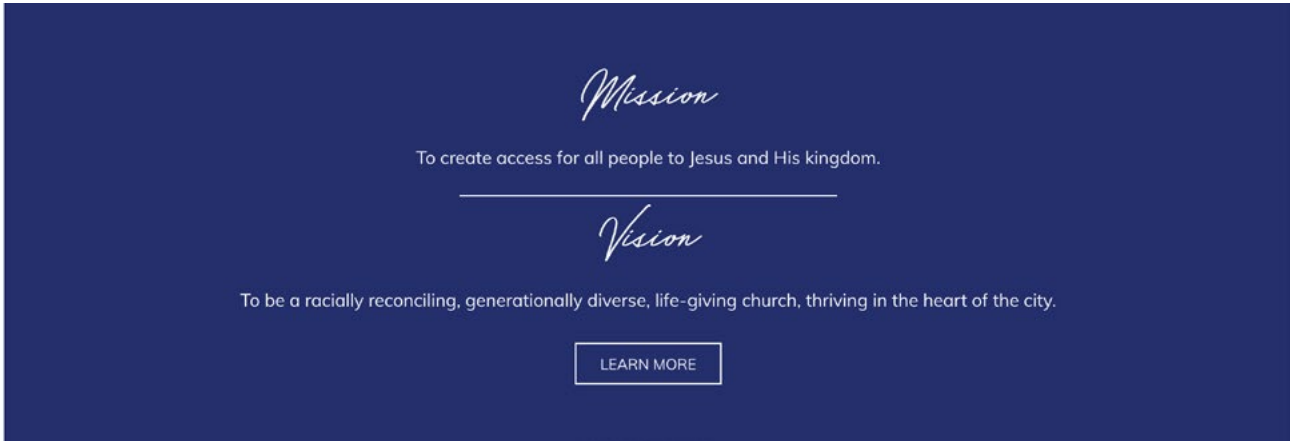
Reading the book, [Ministry Nuts and Bolts by Aubrey Malphurs](#) is a great start toward simply understanding the power and function of core values, mission, and vision and the importance of anchoring the church and its leadership.

An Urban Tribes coach will help the planter as they seek the heart of God for these guiding elements for the church.

1. The planter should read [Ministry Nuts and Bolts by Aubrey Malphurs](#).
2. The planter should sift through all their summaries and statements regarding the Gateway City and the Gatekeeper, and develop a unique value proposition for what the church will bring to the city.
3. The planter should both hear the heart of God in the forming of values, mission, and vision statements and they should include their core team as they craft articulation of these elements.
4. As the church's core builds, these statements will be rehearsed repeatedly and will provide a supporting platform for decision-making and strategy formation.

VISUAL EXAMPLES OF VALUES, MISSION, AND VISION STATEMENTS:

Example of Mission & Vision Statements:



Example of Values Statement:



Upward in Worship

Upward in worship denotes our relationship with God. We are intentional about giving glory, worship and praise to God. We do this on an individual basis and when we gather together as the Body of Christ. It's all about JESUS! We love Him because He first loved us. Everything we do is Jesus-centered. He is our King and we love Him best when we obey what He commands!



Inward in Commitment

Inward in Commitment denotes our nurturing and authentic relationships with God, each other, and the church. For us to live out the inward commitment core value, we must be fully committed to God, each other, and the Church. We have to make sure that in our lives we take our inward commitment seriously.



Outward in Evangelism

Peoples Church exists to provide access to Jesus Christ for all people including those that live in our communities and around the world. Through local community outreaches, initiatives and service projects, Peoples Church is a church that exists to be not just in the city but for the city. Our passion is to truly influence and impact people in our city and beyond.

Note the difference between a vision statement, as pictured above, giving the church a concise statement of the big-picture vision and a vivid description that digs deeper into the nuances of the vision. (Credit to Urban Tribes Cape Town, Peoples Church, for these examples)

WHY ARE VALUES, MISSION, AND VISION CLARITY AND ARTICULATION IMPORTANT TO THE CHURCH PLANT?

Urban Tribes project leaders are self-starters and are well acquainted with healthy self-leadership practices, but one of the greatest leadership challenges is prioritizing efforts according to visional importance. Urban Tribes already uses coaches and relational connection to love and support planters, but early on in the prelaunch phase attention should be given to establishing actions, habits, and practices for both the planter and the launch team that will sustain them, the work, and will model to the church core.

Added to the complexity of any church plant and church staff team is the reality of a team consisting of other missionaries who have accountable leadership structures with AGWM in addition to their Urban Tribes Team Leader. For a healthy pastor/pastoral staff relationship these relationships and leadership structures, the pastor and the team should clarify and agree upon a clear team covenant and/or policies.

The planter and team should agree upon structure and systems to keep the main thing the main thing and put accountability structures in place for everyone so they can remain productive and healthy.

TIMELINE

Within the first month the project leader should lead and collaborate with the team to create covenants, policy, and accountability structures. All onboarding team members, both present and future, should understand and agree upon the documents. Policy revisions or additions may need to be established later in the prelaunch phase and nearer the launch.

The planter should consider the following items in structuring for policy, prioritization, and accountability for both the planter and the team.

- A team covenant expressing the team members' commitments to the project and to each other. (See the example Urban Tribes Durban team covenant in the appendix.)
- An agreement as to how work time will be structured, accounted for, and prioritized, including an ongoing commitment to keeping the main thing the main thing by prioritizing the building of relationships and gathering people into the core.
- The development of a staff/team policy guide that clearly sets out expectations for time off, office schedule, projected start and end dates of term, budgetary contributions to the project, expected contributions to and participation in church life, etc. The policy guide must be a living document that the project lead and the team can revisit as the project matures.
- A routine of reviewing the values, mission, and vision with regularity so it lives first in the heart of the launch team and then in the hearts of the church's core.
- Setting forth expectations for staff roles, staff alignment, and time spent with the project lead.
- Establishing a path for those team members new to AGWM to engage AGWM's competency training with the aid of Africa House Training.
- Setting forth expectations for team member's relationship with the national church.
- Setting communication standards and routines.
- Policies and guidelines for handling offerings, finances, reimbursements, departmental offerings, and expenditures.

2

PRELAUNCH COMPONENT TWO:

ENGINEERING THE FRAMEWORK

As mentioned earlier, the elements of the prelaunch phase are not listed sequentially but are grouped together as different components of the prelaunch. The planter will sequence each element according to their unique timeline.

This component deals with assembling the nuts and bolts of the project, or the practical hands-on elements needed for the launch. This component will consider the following:

- Branding and an external communications strategy, and
- Church life and operational strategies.

BRANDING AND EXTERNAL COMMUNICATIONS

The planter will build an external communications strategy in preparation for the launch and will execute it according to the projected launch date and the increasing need for external communication and relational interface with the community.

TIMELINE

The work of branding and external communications will begin no later than the third or fourth month of prelaunch and will ramp up in the tenth, eleventh, and twelfth months as the soft launch date draws near.

The planter will consider these elements in their external communications plan:

- The name of the church based upon the values, mission, vision, Story Board, and relationship with the mother church.
- Securing the URL for the church website.
- Developing unified and consistent content for all media channels.
- Setting up social media accounts and handles for those platforms favored by gatekeepers in the gateway city.
- Defining a communications and social media philosophy. (i.e., what does the church hope to accomplish through its communication strategy and channels?)
 - Devising a media strategy that targets the gatekeeper.
 - Developing a policy for content posting.
 - Assuring proper monitoring and moderation of all accounts.
- Establishing an accountable communication and/or social media strategy.
- What equipment, resources, or staffing is necessary to execute the communications strategy?

While often not considered as an external communications element for a church plant, the planter and team have a sending base of partners with whom they will need to keep regular communication. The planter, along with their team, should consider the following points in their partner communications strategy/policy:

- Strategically designing channels and frequencies for partner communications.
- Establishing ongoing communication to aid in the work of ongoing funding, partner raising, and team mobilization.
- Setting parameters for what team members can and cannot post or communicate on social channels and public communications. Your social media presence will increasingly become a part of your local public profile which should reflect and be sensitive to the people you are looking to make disciples among. All team members should give significant intentionality and care to this issue.

CHURCH LIFE & OPERATIONAL STRATEGY FOR THE PRELAUNCH

One of the most important parts of the prelaunch phase is gathering a core group of people. This core group will rally around the functions of the church and prepare for the launch by initializing these vital functions.

TIMELINE

Once the core is growing and people are coming together and committing to each other and the launch of the church, the team will begin building the leadership and ministry framework of the church. This usually begins in earnest near the beginning of the third quarter of the prelaunch phase.

The project leader, team, and core group will devise a first and second layer strategy for each of these the following functions. When the church planter builds an approach to the functions of the church in the context of their values, mission, and vision, they are doing more than devising a ministry structure, they are building a vehicle through which they will define and strategically develop the culture of the church.

The first-layer strategy for each of these functions will consider the theological philosophical constructs for the function and will focus upon putting the function in place and maturing the function. The second-layer strategy for each will consider the vision for what the function must look like at the next level of growth. In this way, the core team can prepare to accommodate the next level of growth.

The planter should keep in mind that as they are developing the church life and operational culture of the church, they are not merely building it to mirror their own vision and heart, but they are building a church culture according to the context. The planter should ever be asking themselves, “How must we structure to reach the gateway city and its gatekeepers?”

The following are the vital functions of church life and operation for which first and second layer strategies and strategic goals must be in place:¹

1. Developing the Leadership Core and a Leadership Development Culture
 - Articulating the values, mission, and vision to the core.
 - Development of leadership and volunteers for all the other functions.
2. Developing the Spiritual Life Culture of the Church
 - Designing accountable pathways for the core to grow spiritually through a maturing prayer and devotional life.
 - Crafting a preaching and teaching pathway that cultivates vision and champions the values and mission.
 - Developing worship pathways that engage the core both individually and corporately.
3. Developing the Relational Life Culture of the Church
 - Creating first layer and next-layer connection pathways (assimilation/connection).
 - Creating community through relationship building, small groups, large groups, celebrations, and shared life.
 - Providing pastoral care systems and networks through relational frameworks.
4. Developing a Culture of Discipleship Pathways and Ministries for the Church
 - Creating passionate discipleship pathways that support the entire scope of the Engel Scale – from inquiry to multiplication.
 - Ministries are the methods that fulfill the values and mission. Creating ministries and bringing them online according to the mission.

5. Developing a Culture of Outreach
 - Establishing external interfaces as a missional priority.
 - Preparing the core to model individual and personal outreach and structuring for and executing corporate outreach (evangelism).
6. Developing a Culture of Administrative Integrity
 - Teaching stewardship and setting up sound fiscal management practices.
 - Arranging for physical meeting spaces to support the values, mission, and vision.
 - Developing a decision-making matrix and raising up core members to manage the affairs of the church.
 - Developing governance policies and documents to guide administration, challenges, and growth.

The planter will guide the core team in attaching strategic goals to each of these functions, both to service the project in its current state and leading each function toward reaching its necessary next level. An Urban Tribes coach can help the planter in systematically considering each of these functions based upon the present reality and desired future.

BUSINESS AS MISSION (BAM) PREPARATION

If the project is proposing a BAM project, depending upon the BAM's timeline strategy, the project leader will need to craft a launch strategy for the BAM and build preparatory steps into the master timeline.

3

PRELAUNCH COMPONENT THREE:

RELATIONSHIP AND TEAM BUILDING

DEFINING, DEVELOPING, AND UNIFYING THE TEAM

In the resource summary and in their mobilization strategy, the planter listed team roles needed for the successful execution of the church plant. Depending upon the success of mobilization, this team is now coming together. The planter also worked on bullet point job descriptions that will now need refining considering present reality.

TIMELINE

Team building and development are ongoing but will reach certain phases and stages during the prelaunch phase. Team building and development should be layered into the prelaunch plan and will span the entire 12 to 18 months with specific actions identified at various junctures.

The project lead should develop a team building and development plan to run during the prelaunch phase that can then set the course for ongoing development during the launch stage and beyond.

The team building and development plan should include times set aside for the following:

- Building Team Trust
- Building a Community Culture
- Team Communication Dynamics
- Healthy Team Conflict
- Healthy Team Accountability and Stewardship
- Effective Delegation and Empowerment
- Team Effectiveness

In addition to the resources and strategies the project leader plans to employ, Urban Tribes Leader Development and Africa House Leader Development support team building and development intensives in a relaxed and relational format.

MEETING WITH AND DEVELOPING A RELATIONSHIP WITH NATIONAL CHURCH LEADERS AND OTHER STAKEHOLDERS

During the Exploration Phase, the vision bearer met with national church leaders, the mother church, and all other stakeholders. Now, almost 24 months later and having relocated to the gateway city, the vision bearer is now the church planter and will give attention to relational connection with leaders and stakeholders as such.

TIMELINE

Connecting with leadership, stakeholders, and national church leaders will coincide on the timeline near the beginning of the planter's relocation to Africa and the gateway city.

The planter should consult with their Area Director and with the Urban Tribes continental leader for guidance on communication with field stakeholders and national church leaders prior to their departure for the field to assure proper protocols and communications both prior to and after relocation.

As a part of the prelaunch strategy, the church planter will present their stakeholder and national church relational plan as a part of their prelaunch timeline.

In setting up a prelaunch timeline, the planter should give thought and attention to the following:

- Existing or expected protocols for meeting with and building relationships with national church leadership.
- Inviting national church leadership to key events according to protocol.
- Seeking guidance from the national church at proper junctures.
- Consulting with and including the mother church appropriately.
- Being thoughtful of including and communicating with other stakeholders (i.e., Field leaders and colleagues, etc.).

PRELAUNCH GATHERINGS AND BUILDING A CORE

The degree to which the planter has developed relationships in their gateway city will determine how quickly the core comes together. In situations where the planter lived in the city and established relationships prior to exploring the launch of an Urban Tribes project the prelaunch phase may go quicker, where the planter is starting from scratch the process may take more time.

TIMELINE

Gatherings should start as soon as the planter and/or team settle in the gateway city.

Urban Tribes leadership is clear in its admonition that should the planter attempt a launch before they have built a core of about 50 people, the long-term health of the church will be severely affected because the church may forever have a weak and insufficient core. One of the greatest opportunities of the prelaunch phase is gathering and developing a strong core without the rigors and demands of trying to lead a full-blown church launch without sufficient help.

The planter should build into their strategic timeline a gathering strategy. As soon as the planter and/or team members are settled in the gateway city they should have a gathering strategy to provide a connection point as the church enters its embryonic stage. Gatherings promote a connection point for building relationships and discipleship of new friends and acquaintances.

A simple written and articulatable strategy should include the following:

- When will the gatherings occur? If the planter feels the need to visit other local churches for a season the gatherings may take place at a time other than Sunday mornings.
- Where will the gatherings occur?
- Who will attend the gatherings? The planter and their family, any team members on the field, and any other friends or new acquaintances that you may invite.
- What will the gatherings look like? The planter should strategize as to what the gatherings will consist of. Typically, gatherings begin with and engage the first few months with a strong focus on relational interaction.

A CHURCH PLANT IS ABOUT THE MISSION OF REACHING PEOPLE. REACHING PEOPLE AND ASSEMBLING A CORE IS THE CHURCH PLANTER'S NUMBER ONE PRIORITY. A TASK-ORIENTED PLANTER MAY FEEL MORE COMFORTABLE IN WORKING ON THE NUTS, BOLTS, AND STRATEGIC PLANNING FOR THE PLANT, BUT THE PLANTER'S SCHEDULE PRIORITY WILL REVOLVE AROUND MAKING FRIENDS, CONNECTING, NETWORKING, AND GENUINELY CARING FOR AND ABOUT PEOPLE.

A simple written and articulatable strategy should include the following:

- What is the planter's strategy for building relationships with the core?
- What follow-up processes need to be in place from the beginning to assure relationship building and opportunity to influence and care for core and potential core members?

CORE TEAM AND VOLUNTEER DEVELOPMENT

As relationship and buy-in develops and the core team enlarges, the planter and plant team will need to invest in the growth of the core team members.

The planter and plant team should consider the following points as they strategically plan the growth and development of core team members:

- Rehearsing the values, mission, and vision of the church.
- Looking for and evaluating buy-in and spiritual development.
- Making the discipleship of the core team a priority along with gathering new people.
- Bridging the gap between where they are spiritually and where they need to be.
- Instilling a culture of serving.
- Gift assessment and cultivating a vision in them for God's plan for their lives.

4

PRELAUNCH COMPONENT FOUR:

PREPARING FOR LAUNCH

Prelaunch component number four deals with details necessary for the launch execution. This component's placement as fourth in the prelaunch phase does not imply these things are left for last - in fact some of them may need to be slated for earlier in the prelaunch timeline.

GATHERING EQUIPMENT

Earlier in the journey the planter crafted both a resource summary and a proposed prelaunch and launch budget (samples included in the appendix). Finalizing equipment needs and obtaining that equipment is a part of the prelaunch timeline.

A sample audio equipment list can be found at this link to aid the planter's thinking in items possible needed: <https://tiny.one/UTSoundEquip>.

TIMELINE

The timeline and plan for gathering equipment will be unique to every plant.

ARRANGING FACILITIES

Many Urban Tribes church plants meet in the planter's home until the core is large enough for the home to no longer accommodate it. In preparation for securing facilities for the next phase of the plant, consider the following:

- Where in the gateway city the gatekeepers live and conduct business, and what location will both be accessible and inviting to gatekeepers.
- According to the values, mission, vision, and strategy, what size and type of facility will accommodate the vision accordingly and give proper space to the kinds of ministries and activities the church and/or BAM envisions.

TIMELINE

Arranging for facilities will obviously be near the end of the timeline, but the planter will need to consider current realities and particularly begin to pray for the guidance of the Holy Spirit in targeting a specific quadrant of the city. Urban Tribes recommends staying in home gatherings or in intimate spaces until the core grows sufficiently to outgrow the space.

REVISITING EARLIER COMPONENTS OF THE PRELAUNCH PHASE

In the last quarter of the timeline the planter should prompt a revisit of the layered components. In other words, some of the components are layered in that they continue to expand and mature during the prelaunch phase and will need to go to next level expressions as the church prepares to launch. Following are some of the layered components for reconsideration in the fourth quarter of the prelaunch phase:

- Execution of Public Relations and Marketing. How do the website, social media, channels, and community connections need to ramp up as the church approaches launch?

- **Team and Core Building and Development.** What team and core training and development initiatives will need refocused in the quarter before the launch? How will volunteers and ministry leaders be prepared prior to launch?
- **Positioning Church Life & Operational Strategies for Launch.** The first layer of church life and operational strategies considered in an earlier component focused upon building church culture in the vital functions with a smaller core. What is the next layer for each of those functions? The planter and team need to focus on executing the layer they are on while building to sustain the next layer of growth and ministry.

TIMELINE

Connecting with leadership, stakeholders, and national church leaders will coincide on the timeline near the beginning of the planter's relocation to Africa and the gateway city.

PLANNING FOR THE SOFT AND HARD LAUNCH

What is the projected soft launch date? What critical mass points must you hit before going ahead to the soft launch?

- **Planning for the soft launch.**
 - What critical mass points must the church achieve before moving forward with a soft launch?
 - What preparations are necessary and what elements should be in place before the soft launch?
- **Planning for the hard launch.**
 - What critical mass points must the church achieve before moving forward with the hard launch?
 - What preparations are necessary and what elements should be in place before the hard launch?
 - What is the desired atmosphere for the day of the public (hard) launch? What planning and preparation will be necessary for this special day?

TIMELINE

On the prelaunch timeline, the planter should project a tentative launch date at the end of the timeline. The planter will not want to launch until the church achieves critical mass goals, but a projected launch date is the date when the planter plans to have everything in place and ready for the launch when the core is ready. The planter and the launch team should strategically add these points to the timeline in such as was as to have sufficient time and resources to execute the launch.

MILESTONE

As critical mass develops (i.e., a strong enough core for launch) the planter will be in communication with their Urban Tribes coach, Urban Tribes leadership, field leadership, and with stakeholders to assess the readiness of the church for launch.

PROPOSAL PHASE MASTER CHECKLIST

Laying the Foundation

- Define and clarify the values, mission, and vision. Add it to the timeline.
- Establish policy, prioritization, and accountability structures. Add these elements to the timeline.
- Provide for the development of team members with resources available Africa House Growth Culture, primarily assuring new AGWM team members competency training through Africa House Training.

Engineering the Framework

- Branding and external communications strategies. Timeline these components.
- Strategically develop the church life and operational strategies for both the present reality and the next level reality. Place this on the timeline where you plan to develop it.
- Think through any BAM related preparations and put them on the timeline.

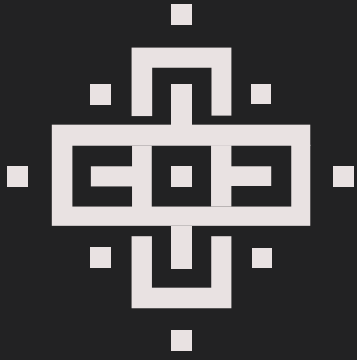
Relationship and Team Building

- Timeline your team development strategy.
- Timeline your national church and stakeholder relationship strategy elements.
- Plan your prelaunch gatherings and core building activities and timeline those.
- Show on the timeline key pieces of your core team and volunteer development strategies.

Preparing for Launch

- When will you gather equipment. Place it on the timeline.
- When will you need to arrange for facilities?
- Place key elements for continued consideration in the fourth quarter timeline.
- Project and timeline the tentative faith goal for the soft and hard launch.

PROJECT GUIDE—PHASE FIVE



LAUNCHING

PRELAUNCH STRATEGY AND PREPARATION



By the time the project is ready for launch the planter, team, core, and stakeholders will have already invested at least 24 months. This phase considers the church's first 24 months after the launch. As mentioned earlier, the term "soft launch" refers to the period after everything is in place and the core team begins to meet as a church in a public facility, but the church has not yet advertised a public "grand opening" or "opening day." The term "hard launch" refers to the public launch usually characterized as a special day with great celebration and activity.

The prelaunch phase's focus was laying a foundation for launch. The transition from a prelaunch phase to a launch phase does not imply a transition away from any of the foundational components instituted in the prelaunch phase; rather, church leadership will continually consider actions and practices necessary to sustain present reality while building the infrastructure necessary for achieving the next level vision.

The lead pastor, the lead team, and the church core should consider and reconsider the components of the prelaunch phase in seriatim to sustain and mature the church to successive levels. The following are key functions considered in the prelaunch phase that remain relevant throughout the life of the church.

1. Continued development of the Leadership Core and a Leadership Development Culture
 - a. Staying committed to and communicating the values, mission, and vision.
 - b. Continued development of leadership and volunteers for all the functions of the church.
2. Continued development of the Spiritual Life Culture of the Church
 - a. Continued cultivation of a core with a mature prayer and devotional life.
 - b. Teaching and leading the church through preaching and teaching and considering series preaching for continuity.
 - c. Providing worship pathways that engage the core both individually and corporately.
3. Continued development of the Relational Life Culture of the Church
 - a. Creating and sustaining connection pathways (assimilation/connection).
 - b. Creating and sustaining community through relationship building, small groups, large groups, celebrations, and shared life.
 - c. Supporting pastoral care systems and networks through the relational frameworks.
4. Continued development of a Culture of Discipleship Pathways and Ministries for the Church
 - a. Sustaining and growing discipleship pathways for the entire scope of the Engel Scale – from inquiry to multiplication.
 - b. Creating and transitioning ministries to support the mission and vision.
5. Continued development of an outreach culture.
 - a. Sustaining and championing external interfaces as a missional priority.
 - b. Teaching and modeling individual and personal outreach at every level (evangelism).
6. Sustaining a Culture of Administrative Integrity
 - a. Teaching stewardship and practicing sound fiscal management.
 - b. Arranging for and maintaining physical meeting space as the needs of the church change.
 - c. Morphing the decision-making, governance, and administrative structures to appropriately serve the church.

In addition to the components introduced and carried over into the launch from the prelaunch phase, the following three pathways are essential items for consideration in steering the church forward.

- The Church's Relational Pathway
- The Church's Discipleship Pathway
- The Church's Missional Pathway

An Urban Tribes coach will be available to help the lead pastor and team consider resources and think through each of these pathways.



MATURING THE FOUNDATION WORKSHEET

Communicating the values, mission, and vision.	
<ul style="list-style-type: none"> Over the next 24 months what are your goals for values/mission/vision communication? (i.e., use in decision-making, ministry structuring, infusion in the conscientiousness of core team and congregation, etc.) How will you measure success? What accountability markers will you put in place? 	
Maturing the policy and accountability structures.	
<ul style="list-style-type: none"> How and when will you evaluate policy and accountability structures to assure they align with your maturing present reality? How will you measure success? What accountability markers will you put in place to assure alignment? 	
Reviewing Communications Strategies	
<ul style="list-style-type: none"> Over the next 24 months what are your strategic goals for external communications? When and how will you review your external communications strategies? What accountability markers will you put in place to assure periodic strategic realignment? 	
Maturing Church Life and Operational Strategies	
<p>Over the next 24 months what are your strategic “next-level” goals for each of the following areas?</p> <ul style="list-style-type: none"> Leadership/Volunteer Development Spiritual Life of the Church and People Community & Relational Development (see “Relational Pathways” below) Discipleship Pathways (see “Discipleship Pathways” below) Ministry Development Outreach / Missional Reach (see “Missional Pathways” below) Administrative Function 	
BAM Development	
<ul style="list-style-type: none"> Over the next 24 months what are your strategic goals for a BAM or a BAM launch? How will you measure success? What accountability markers will you/have you put in place to assure meeting or re-evaluating your strategic goals? 	
Relationship and Team Building	
<ul style="list-style-type: none"> Over the next 24 months what are your team building and development priorities? Over the next 24 months what are your strategic goals in developing relationship and partnership with the national church? Over the next 24 months what are your strategic goals for other key relationships? How will you measure success? What accountability markers will you/have you put in place to assure the meeting of or re-evaluation of these strategic goals? 	
What Other Components Formed in the Prelaunch Phase Need to Stay on your Developmental Radar?	

LAUNCH PHASE PATHWAY ONE:**THE CHURCH'S RELATIONAL PATHWAYS****DEFINING, DEVELOPING, AND UNIFYING THE TEAM**

Ministry always takes place in the context of a relationship. The ministry framework of a church stands on the foundation of relationships. The relational pathway is the way a gatekeeper vitally connects into the life of the church. The relational pathways connect people to the Body of Christ.

Urban Tribes' intent in encouraging planning for the first 24 months of the launch phase is not to be prescriptive, but to prompt the church's leadership to consider the possibilities and follow the direction of the Holy Spirit as they craft unique pathways. The church should consider the following points as they craft their relational pathways leading a person from their "first-connect" to becoming a fully engaged member of the community.

- Engaging pre-attenders.
 - How will we connect with those not yet engaging the church? (i.e., Alpha, Seekers Group, Inquirer's gathering, etc.)
 - What does pastoral care look like for this group?
 - What will relational connection look like for this group?
- Engaging first attenders.
 - What is our pathway for first attenders? What is their next step? How will we execute our first attender strategy?
 - How will we gather information and put them in a highly relational "pipeline"?
 - What is the "win" for our first attender strategy (i.e., what is the next step we hope they take)?
 - What does pastoral care look like for this group?
 - What will ongoing relational connection look like for this group?
- Engaging early attenders (i.e., second, third, fourth time attenders).
 - How will we introduce people who are new to the church to the lead team and launch them into relational connection with others (i.e., Connect Lunch, Party with the Pastor, etc.)?
 - What does pastoral care look like for this group?
 - What will ongoing relational connection look like for this group?
- Engaging regular attenders (i.e., those who consider this church their "church home").
 - How will we engage those who have been attending for a while but not yet engaged our connection pathways? What continued "hand extended" or touch points will we create for this group?
 - How will we communicate and set proper expectations with our regular attenders who have not engaged our connection pathways?
 - What does pastoral care look like for this group?
 - What will relational connection ideally look like for regular attenders?
- Addition points for consideration that relate to attenders across the spectrum.
 - What is (or will be) the church's system for pastoral care (i.e., following up on people who absent themselves, supplying care for the homebound or hospitalized, etc.)?
 - How will the church help people explore what it is to be a part of the community and then provide a pathway for them to achieve this (i.e., Growth Track, etc.)?
 - How will the church connect people into volunteerism, discovering and using their gifts, serving, etc.?
 - What is the path toward church membership? How will the church onboard new members?

Relational pathways and discipleship pathways are interrelated in that the relational pathways connect people into the Body of Christ and the discipleship pathways connect and grow people into their purpose in the Kingdom of God. The next section of this phase is about discipleship pathways.



RELATIONAL PATHWAY WORKSHEET

	What is the Primary Connector?	How will you execute the connection?	What is the "win?"
PRE-ATTENDERS			
FIRST ATTENDERS			
EARLY ATTENDERS			
REGULAR ATTENDERS			

2

LAUNCH PHASE PATHWAY TWO:

THE CHURCH'S DISCIPLESHIP PATHWAYS

The church's discipleship pathways and relational pathways are interrelated because discipleship happens in the context of relationship. The relational pathways considered above build a framework and an opportunity for the making and development of disciples.

Discipleship Pathway (defined): An intentional and quantifiable process that helps and guides people in their grow and maturation as followers of Jesus.

WHAT IS DISCIPLESHIP?

Making disciples is central to our mission and the Great Commission. Disciple making is the primary task of the church, but what is discipleship? There are four somewhat universally accepted stages of discipleship. [Bill Hull in Jesus Christ Disciple Maker](#) aptly describes these four stages.

Level One: Come and See – John 1:38-39

Jesus first entered into a relationship with his disciples to give them an opportunity to observe His authentic heart and the mission of the Kingdom.

Level Two: Come and Follow Me – Mark 1:16-20

After the disciples had an opportunity to "see" for themselves, Jesus gave them an invitation to leave all and follow Him. In this stage of the relationship Jesus taught the disciples, modeled the principles of the Kingdom before them, and made an investment in their lives commensurate to their commitment to Him.

Level Three: Come and Be With Me – Matthew 9:37-38

At this stage in the development of the disciples Jesus is preparing them as apprentices. He is equipping them with the power, knowledge, and skills that they will need as they go into the field (Mark 3:13).

Level Four: You Will Remain in Me and Go Forth – John 15:7-8

Here Jesus is preparing the disciples for his ultimate departure. He is teaching them that they will be effective in ministry if they remain in him and are empowered by the Holy Spirit. It is at this stage that the disciples are prepared to "go into all the world."

Level One: Come and see is the question answering stage. This is the exploration stage. Corporate worship venues and outreach focused relational connections (i.e., small groups) are the best connecting points for someone who does "come and see." People need to connect with authentic believers, and more importantly they need to be influenced by the moving of the Holy Spirit upon their lives.

- Make it easy for people to discover the relational pathways.
- Give them an opportunity go deeper in their understanding.
- Give them an opportunity to establish relationships.
- Help them make spiritual and emotional connections.
- Create forums where they can ask questions.

Level Two: Come and follow is the commitment stage. This is the never-ending part of our Christ-journey when we empty ourselves and commit ourselves to Him. The person who Christ bids to "come and follow" will need highly relational connection points. At this level the disciple will need to grow in their biblical knowledge and in their understanding that abiding in the Presence of Christ is necessary.

Those in the “come and follow” stage will need to apply John 1:12 (“Yet to all who received him, to those who believed in his name, he gave the right to become children of God...”). At this level we must be active in the following:

- Help the disciple to understand the importance of relationally connecting with other Christ-followers.
- Create connection points where disciples can learn from those further along in the journey.
- Help them come to grips with what a commitment to Christ means.
- Help them understand the role of the Holy Spirit in successful Christian living.

Level Three: Come and be with me is a stage of ministry development. At this stage the disciple comes to understand their call to ministry. God has a purpose for their lives and a role for them to fulfill in the Body of Christ.

- The disciple must come to understand that not only are they to connect relationally with other believers, but they must also be constrained by God’s love to connect with unbelievers to influence them for Christ.
- In this stage, leadership development, gift assessment, and finding places of ministry and service in the church and the community become key.
- Disciples develop relationship and accountability as part of the team. (Mark 6:7)
- Authority is delegated to disciples as they are empowered for the work of the ministry.

Level Four: Remain in me and go forth is the stage of reproduction and multiplication. Disciples are to make other disciples.

- The disciple becomes a leader who invests themselves in the development of other believers.
- The disciple understands ministry in the power of the Holy Spirit.
- The disciple is maturing in their relationship with God and their leadership ability. The level four disciple is ready to make disciples.
- The level four disciple has integrated servant leadership principles into their life.
- The disciple has learned to abide in the Presence of God, and they are capable of feeding and leading themselves while feeding and leading others and staying connected to the Body of Christ.

The discipleship pathways of the church must align with and address these four levels. The following worksheet relating to each of the levels of discipleship will help the lead team consider the development of their discipleship pathways over the next 24 months.

Note: Another resource that aligns with this same principle is Robert Coleman’s [The Master Plan of Evangelism](#).

DISCIPLESHIP PATHWAY

CHECKLIST

Level One Discipleship Pathways

- We have made it easy for people to discover and engage the relational pathways (see Relational Pathways above).
- We have a plan to help pre-seekers, seekers, and new converts go deeper in their understanding.
- We have relationally based learning and growth opportunities for level one disciples.

Level Two Discipleship Pathways

- We have systematic bible learning to help the level two disciple grow in their relationship and commitment to Christ.
- We have a plan or a system to encourage spiritual growth, formation, and spiritual disciplines at this level.
- We have a plan or a system to provide healthy accountability through relationship?

Level Three Discipleship Pathways

- We have a plan or a system to encourage and help the gatekeeper discover their unique purpose and calling from God.
- We have a plan or a system to help people discover and develop their gifts.
- We have a track to help disciples grow in spiritual leadership capacity.
- We have a plan or a system to encourage spiritual growth, formation, and spiritual disciplines for disciples at this level.
- We have a plan or a system for relationally coaching disciples who are discovering their calling and gifts and who are learning to serve and minister.

Level Four Discipleship Pathways

- We have a plan or a system to mentor and encourage spiritual growth, formation, and spiritual disciplines at this level.
- We have a plan or system for providing a pathway for people to become engaged in serving and ministry.
- We have a strategy for ministry preparation and training (i.e., internships, etc.).

3

LAUNCH PHASE PATHWAY THREE

THE CHURCH'S MISSIONAL PATHWAY

A gatekeeper attending an Urban Tribes church should eventually ask the question, "How am I to engage the mission of God?" It is incumbent upon the Urban Tribes church to support and prepare gatekeepers through relational and discipleship pathways to the place of knowing the right-now answer to that question and how to engage their purpose and calling as a part of the Church.

Every church is different and must rely upon the Holy Spirit to help them craft pathways forward. Following are missional pathway points for consideration over the church's first 24 months as it lays a foundation for health and multiplication:

HOW WILL THE CHURCH ENGAGE THE GATEWAY CITY MISSIONALLY?

- How will the church serve the city? What is the heart of God for this city as revealed through observed need, opportunity, and the gifts of the core?
- How will the church respond to the marginalized?
- How will the church assess the gifts of its gatekeepers and align those gifts with opportunities to serve the community?

HOW WILL THE CHURCH STAY FOCUSED ON ITS MISSION?

- How will the church stay focused on the things stated in the mission statement and supported by the core values?
- How will the team, the core, and the church stay focused on the mission of evangelism?
- How will the church support and encourage missions involvement? When will it support a missionary? How will the church present missions to the people (i.e., a missions banquet, missions emphasis, etc.)?

HOW WILL THE CHURCH MULTIPLY?

- Since there is never a convenient time to multiply, what metrics will the church put in place to guide them as to when it is time to plant, release a group to plant, or multiply according to their values, mission, and vision? What is the church's multiplication strategy?
- How will the church invest in church planting in its country and with the national church?
- What is the plan for participation in national church projects or partnering with a national church on a project?
- How will the church contribute to the health and multiplication of the national church?

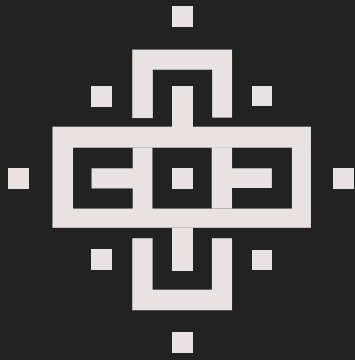


MISSIONAL PATHWAY WORKSHEET

Describe the primary means of connecting each of the following groups of people.

How will we Engage the Gateway City?	
<ul style="list-style-type: none"> • Where is the activity of God? • What are the opportunities? • How will we respond? 	
How will we Engage the Gatekeepers?	
<ul style="list-style-type: none"> • What gifts do we see in them? • How do those gifts align with the opportunities? • How will we engage them and with them in the mission? 	
How will we Encourage and Inspire a Vision for Global Missions?	
<ul style="list-style-type: none"> • How will we present missions? • How will we promote involvement in missions? 	
How will the Church Multiply?	
<ul style="list-style-type: none"> • What is the vision for multiplication? • How will we know it is time? 	
How will we Partner with the National Church?	
<ul style="list-style-type: none"> • How will we partner with the national church? • How will we invest and participate in NC church planting? • How will we contribute to the health and multiplication of the national church? 	

PROJECT GUIDE-APPENDIX



APPENDIX

COACHING OPPORTUNITIES

Whether the coaching conversations are critical, required, recommended, or optional, Urban Tribes coaching is intended as a blessing to the church planter.

EXPLORATION PHASE
Preparing for the Stakeholder’s meeting
Coaching areas identified by the church planter’s assessment.
Preparation of the Gateway Demographics and Gatekeeper Infographics
Coaching any “yellow” or “red” areas from the feasibility scorecard
PROJECT PROPOSAL PHASE
Developing the Strategy Summary
Developing the Resource Summary
Preparing the Story Board
Mobilization strategy and execution
Thinking through and preparing the proposal
Coaching any “yellow” or “red” areas from the project proposal scorecard
MOBILIZATION PHASE
Team mobilization strategy execution
Presenting to potential primary partners and negotiation of M.O.U.
Partner and Resource Mobilization
Preparation to present project proposal to leadership
Coaching any “yellow” or “red” areas from the mobilization execution scorecard

COACHING OPPORTUNITIES CONT.

PRELAUNCH PHASE
Building a reasonable prelaunch timeline and accountability for that timeline
Providing accountability for intentionally building a core
Developing the values, mission, and vision
Establishing policy and accountability structures
Working through branding and external communications
Developing a church life and operational strategy
Identifying and timelining any BAM projects or details
Team development, leadership development, and volunteer development strategies
National church and stakeholder relational development
Logistic readiness for launch
Coaching any gaps for launch readiness
LAUNCH PHASE
Transitioning prelaunch strategy into launch reality and building on the foundation
Maturing the church life and operational strategies
Setting up relational pathways from first connect to fully engaged in the Body
Developing discipleship pathways for each of the four disciple-making levels
Developing the missional pathway strategy
Ongoing team, leadership, volunteer, and core development

URBAN TRIBES STYLE SHEET & BRANDING GUIDE

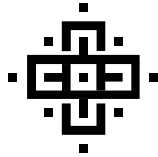
[Download a Complete Branding Guide with Links to All Elements with this Link](#)
Or use this link: <https://tiny.one/brandguide>



LOGO & BRAND MARK



URBAN TRIBES



FONTS GUIDE

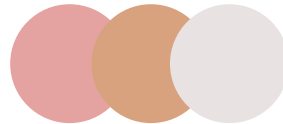
HEADING 1

HEADING 2

Body Text

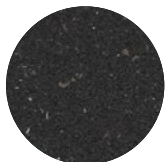
COLOR PALETTES

Warm & Cool Options
that work Together
or Separate

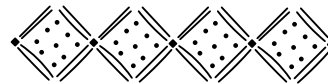


BRAND ELEMENTS

Design Pieces that add Character



TEXTURES



PATTERNS

SAMPLE GATEWAY CITY DEMOGRAPHIC

ABIDJAN

Abidjan, situated on the west coast of Africa, is a cosmopolitan city of mixed ethnicity. It is divided into two parts, the north and the south, separated by the Ebrie Lagoon and three bridges connecting them. Abidjan is the largest city in Côte d'Ivoire, situated along the Ebrie Lagoon which is separated from the Gulf of Guinea and the Atlantic Ocean by the Vridi sandbar. It has several districts, among them: Plateau, Cocody, Treichville, Adjame, Koumassi and Marcroly.

Ethnic groups from all over the Ivory Coast are drawn to Abidjan, along with more than half a million foreigners. St. Paul's Cathedral, one of the continent's most elaborate churches, an international airport and Banco National Park, as well as a magnificent tropical rainforest are all a part of the attractions of the city. Abidjan is considered to be the cultural crossroads of West Africa, its economic boom earning it the nickname, "Paris and Manhattan of West Africa".

1. History of Abidjan

Between the 14th and 18th centuries, many ethnic groups migrated into and settled in the region. In the 18th century, the country was invaded by the Anyi and Baoule, and in 1844 the French government signed treaties with the Kings of Grand Bassam and Assinie regions, placing their territories under a French protectorate. The French gradually extended their control until it was colonised in 1915.

Abidjan was a simple Atchan fishing village. Due to a yellow fever epidemic, the French, who had originally settled in Grand-Bassam, were in need of a safer place to avoid the outbreak. They chose to move to Abidjan. Bingerville had been chosen as the capital of the French colony from 1900-1934, and the wharf in Port Bouet (in Abidjan) quickly overtook Grand-Bassam in importance, becoming the main port of economic access. In 1903 Abidjan had become an official town and in 1904 a rail terminus was built giving further access to the city. At this stage Bingerville was incomplete, whereas Abidjan offered more land and a greater opportunity for trade expansion thereby making it the main economic hub for the French colony for the distribution of products to Europe and the hinterlands, mainly through an increasing Lebanese community.

Abidjan's lagoon was connected to the sea through the building of the 15 meter deep Vridi Canal, built in 1950. In 1958, the first bridge connecting the Petit Bassam island to the mainland was built, making Abidjan the financial centre of West Africa.

The origin's of Abidjan's name are storied to have come from an interaction between the first colonists and a native man. When the first colonists asked a native man the name of the place, the man misunderstood and replied "M'bi min djan": "I've just been cutting leaves". The French took that to be the answer to his question, thereby calling the place Abidjan.

2. Key Demographics

Abidjan is a very industrialized and urbanized city, and is the 3rd largest French speaking country in the world. The population of the city, according to the 14 December 2021 census, is 6.3 million, as compared to 15 May 2014 census which was 4.7 million, indicating a 3.96% growth in 7 years as compared to the 2.68% growth from the previous census. This accounts for 21.5% of the total population of the country, making it the 6th most populous city in Africa. Abidjan's rapid economic growth, its return to peace after the Ivorian Civil War in the 2000's and the influx of people seeking better opportunities and a better standard of life are all attributed to the growth of the population.

The population is comprised of over 3.2 million men (50.8% of the population) and 3.1 million women (49.2% of the population). The median age group is just below 19 years of age. The diverse population comes from a variety of backgrounds, including Burkina Faso (30%), Mali (22%), Ghana (19%), Niger (11%), Guinea (9%), and non-African peoples (3%). There is also a notable French and Lebanese population.

Abidjan's GDP per capita grew in the 1960's and 70's by 82%, and then fell between the 1980's and 90's by 50% due to a large population growth. This also resulted in the fall of living standards.

The average Income Per Annum is \$38,068 USD, with the most typical average income per annum landing at around \$7000.00 USD

3. Socio-Economic Factors Affecting Abidjan

Abidjan is a sprawling city with nearly 50% of the population condensed in the municipalities of Youpougon and Abobo. Due to the rapid urban population growth, the main factors that affect the people are unemployment, a massive shortage of housing, high crime rates, massive transportation and traffic issues, access to clean water, electricity cuts, negligence of city by officials, corruption, influx of weapons, urban migration and the prevalence of growing armed gangs.

The World Bank, in a report, noted that, "...there are disparities in access to basic services.", as well as, "...gender disparities across wealth and urban groups". It also noted that, "9 out of 10 graduates are struggling to make a decent living..."

Evident in Abidjan is a gross financial inequality; its high population growth paired with the economic stagnation of the 80's and 90's resulted in a steady fall in overall living standards. The wealthy urban minority are the ones to benefit from society in terms of access to secondary education, jobs, housing and access to land. Poverty is also a huge problem experienced within the city, notably prevalent mostly among larger families.

4. Seven Gates of Influence in Abidjan

4.1. Religion

The Constitution provides for freedom of religious beliefs and worship and prohibits religious discrimination. There is an emphasis that religious tolerance is fundamental to Côte d'Ivoire's unity, peace, reconciliation, and social cohesion.

Religious freedom is practiced in Abidjan with Christianity as the predominant religion, which includes Roman Catholic, Methodist, Baptist, and Assemblies of God churches. There are also many people who are Muslims, Hindus, Animists, Baha'i and Harrists residing in the city. Syncretic religions are more common among the minorities. Christianity is practiced by the middle class and in urban centers, prevalent mostly among the Agni and Lagoon cultures and least among the Mande people. Roman Catholicism is the largest Christian denomination, with statistics showing that according to the 2014-2021 census, the Christian population increased from 33.9% to 39.8%.

The people of Abidjan settle into their urban settings, however, their affiliates to their tribes remain. Followers of Islam and Christianity often combine traditional practices with their religious ones; sorcery and witchcraft still have a strong influence on the people. Martin W. Lewis, historical geographer and Stanford University lecturer, stated, "Many Ivorians are either Muslim or Christian, yet remain profoundly Animist in outlook and practices." Lewis suggested that it is easy to convert to a universal religions but that converts may not entirely follow its precepts.

4.2 The Arts

Abidjan is considered the cultural crossroads of West Africa, with a vibrant and internationally known music scene and an important fashion industry. The city hosts a multitude of cultural events and festivals throughout the year. It is home to traditional Ivorian art museums, art galleries, a national library, music and film festivals, fashion pageants, and cultural centers as well as sport and artisanal centers. The city has many dance and night clubs, go-go bars, and an active night life, attracting musicians, artists and DJ's from all over Côte d'Ivoire to showcase, debut and express themselves through music and dance. The liveliest parts of the city can be found in Youpougon, Marcory and Cocody, attracting many tourists and young people with their numerous discotheques and jazz clubs.

The International Jazz Festival of Abidjan, International Festival of Black Music, Festival of Urban Dances, International Comics Festival and the RTI Music Awards are held in Abidjan.

Côte d'Ivoire and Abidjan is home to a thriving fashion industry that focusses on regional trade and attracts international investment. The city is a regional hub for fashion events with global brands opening stores at local malls. Fashion industry leaders gather to host numerous fashion pageants, making it the headquarters for Ivory Coast's fashion designers.

4.3 Business

In 1950, the building of the Vridi Canal opened the lagoon to the sea, allowing the city to become a major shipping and financial centre of French-speaking West Africa. In 1958, the first two bridges linking the mainland to Petit Bassam were built with the investment of the African Development Bank. The deep water port created major economic expansion for the city with the main exports being coffee, cocoa, timber, bananas, pineapples, oil, chemicals, and manganese.

The business hub, industrial area, and mineral and petroleum docks are located in Petit Bassam, situated along the Vridi Canal. It is the prime spot for the distribution of goods for export and import. Major industries include food processing, lumber, automobile manufacturing, textiles, chemicals, soap, offshore oil wells, and oil refineries. The textile industry represents 15.6% of net investment and 13% of turnover in the Ivorian industry.

Côte d'Ivoire is the 3rd largest producer of coffee and the largest producer of cocoa in the world. Abidjan is the first tuna port for the European market, which has generated more than 3000 jobs and is also an important source of foreign exchange. The city produces electricity to sustain itself and exports to Ghana, Togo, Benin, Mali, and Burkina Faso through interconnection.

As the headquarters of the common Stock Exchange, Abidjan hosts international financial institutes such as the World Bank, International Monetary Fund, and African Development Bank. Major International Banks found in Abidjan include BNP Paribas, General Bank, Credit Lyonnaise, Citibank, JP Morgan, Chase & Co. and Barclays.

Attracted by its economic growth, tourists and expatriates with disposable income and willingness to spend, are flocking to the city. New hotels are under construction and old ones are being rehabilitated, with service industries, including restaurants and high-end retail shops picking up business as part of the city's urban renewal program.

4.4 Government

The government of Côte d'Ivoire is a unitary state with a two-tier government. The President is assisted by a Prime Minister who acts as the head of government.

There are two advisory councils, including the Economic, Social, Environmental and Cultural Council, and the Constitutional Council. Legislative power is vested in Parliament consisting of the National Assembly with its 255 members, and the Senate with its 99 members. Yamoussoukro and Abidjan are both autonomous districts, with Yamoussoukro being the official capital city and Abidjan the economic capital.

In August 2001, the government of Côte d'Ivoire disbanded the city of Abidjan, merging the 10 communes of Abidjan with the 4 subprefectures beyond the city to create the District of Abidjan. A District Governor, appointed by the head of state, manages the District. Each of the communes has its own municipal council, headed by a mayor.

4.6 Family

In 1964, monogamous unions and the nuclear family were legislated to create a modern form of society. A family in Ivorian culture generally consists of one man and two or more wives with several children. In urban settings like Abidjan, many young couples have bypassed the traditional marital rituals and live together. In Africa, the individual is often seen as an extension of their tribe or clan, hence the tradition of marriage and family life is more an affair of the extended family than that of the individuals involved, making marriage more about two families instead of two individuals. This concept is derived from the fact that the individual is seen as a representation of their family and not as an individual. Ivorian culture, like many of their African counterparts, have a sense of responsibility towards their extended family and are forced to care for them, sometimes for extended periods. Urban settings provide small apartments and very little space, contributing to very close proximity between family members. Individuals living in urban settings are often burdened with extended family, cramped living spaces, and bearing the living expenses for many people who themselves have migrated in search of better conditions. They are inundated by family members who make the move towards the city in search of a better life with no employment and income to sustain themselves.

Social roles, status, and opportunities for women under the law was inferior to that of men until 1990 following the death of President Felix Houphouët-Boigny, after which opportunities for women legally and in education arose, allowing them to progress to high levels of business and government.

4.7 Education

Primary education is compulsory and free for six years of the child's life. Secondary school is separated in two cycles of two and three years. The public school system is not at the level of most western schools, forcing most who are able to afford it to enroll their children in international schools, and expatriates to utilize boarding schools. The vast majority of students enrolled at secondary school are males.

Côte d'Ivoire and Abidjan have some of the best international schools in West Africa, teaching French, English, and American curriculum. Abidjan is home to the University of Abobo Adjame and the University of Cocody, with several other colleges around the district.

A decade-long political crisis dealt a major blow to the education system in the country, now feeling the results of years of underinvestment in both infrastructure and human resources. While a number of new schools and teachers have been made available, the youth population boom, called the "youth bulge", quickly outpaced it. The migration towards the appeal of an urban lifestyle meant that campuses just did not have the capacity to cater to the ever-growing numbers, which has placed a huge amount of pressure on the system.

5. Plans for expansion of the city

There is a growing demand for the expansion of residential properties for the quickly expanding middle class, along with larger industrial zones, commercial centers, and expansion of a modern transportation network.

The construction sector is expected to reach a growth rate of 6% by 2026 with several new construction projects slated for the near future, contributing to much-needed employment opportunities. Expansion of the Port of Abidjan, Abidjan-Dakar Highway and the Abidjan metro system are expected to be completed by 2025. The first biomass plant in Africa creating renewable energy is to be built 100 km east of Abidjan, the first of its kind on the continent. Abidjan's newly built will allow Abidjan to host trade fairs, sporting events, and international conferences. China has invested \$430 million USD for the construction of a container terminal at the Port of Abidjan as well as Abidjan's fourth bridge.

The government has set out a strategic plan to be implemented by 2023 detailing transformation to many aspects of society by 2023. Part of this plan is for an inner-city transportation upgrade which will contain 18 stations along 37 km.. It also plans for an \$100 million USD upgrade of the agricultural processing industry with a 7000 square meter animal feed plant and a cocoa grinding facility.

RESOURCE SUMMARY SAMPLE

PEOPLE NEEDED FOR THE PLANT

In accordance with our desire to grow and multiply the church out of the strength of the core, we realize our primary objective in building a team is getting the RIGHT people “on the bus.” If we find the right people, we can find seats for them. For the first several years of the church plant, we need to be fluid in assignment, so having the right people is more important to us than having the right skillsets. This is chemistry.

We will consider competency in that there are certain characteristics or skillsets that would be helpful and we will pray to the Lord of the Harvest to send the right laborers into our field.

The rigors of missionary service requires a high degree of character. A person without a strong and godly character will not be the right person for this “bus.”

We are praying for five missionary units (singles or family units) to help with this launch. Based upon our Strategy Summary we have established these specific considerations:

- Someone with a gift and ability to lead people into the Presence of God through worship.
- Every team member will have the ability to be friendly, verbal, and relational.
- Every team member will engage in modeling, mentoring, and discipleship.
- Someone with an ability or a proclivity toward social media engagement relative to our Abidjan gatekeeper profile.
- Someone with an ability to do tech, media, video, or audio, or someone who could learn how to source it from within the community.
- We are praying for someone with a lot of life and ministry experience, with a sweet spirit and a lot of love to be a church Papa and Mama. This will be a person or people of wisdom who can help with thinking through systems, training, ways to pour into the lives of the team, and the core as it starts to build.
- Our BAM strategies would benefit from someone with a business acumen, but this person must also be fully invested in the ministry side of Gateway from a heart perspective.
- The church planter understands that part of their task, depending upon the team that assembles, is to model the mentoring and development of a core team. Our prayer is that two or three of the team units that come with us to Abidjan will have the ability to help develop those team members who have heart, calling, character, teachability, and motivation, but may lack experience and skills.

FINANCIAL RESOURCES

Personal support and work budget for the planter (estimated with help of the AD): \$14,000 monthly

- Pre-launch and launch budget beyond items covered from the leader’s 00:
 - Marketing and Branding - \$15,000
 - Development (web, legal, etc.) - \$6000
 - Fixtures - \$20000
 - Facilities through first year - \$140000
 - Equipment - \$38,000
 - Supplies - \$4000
 - Contingencies - \$27800

Total Pre-launch and launch budget (through the first year after launch) – \$250,000
(see attached budget and equipment lists.)

STORY BOARD TEXT DRAFT SAMPLE

THE CHURCH PLANTER'S STORY

RJ and Sara Smith began their missionary journey in 2013 with their first term serving in Mozambique and their second term working specifically with the Mozambiquan church in their rural church planting initiatives. Prior to their missionary service, RJ and Sara served as discipleship directors at a church in the metro St. Louis area, and later came to be the lead pastors of that same church for 8 years prior to their leaving the church to pursue a call to missions and to Africa.

Near the end of their second term, RJ and Sara attended an all-Africa conference where leadership related the pleading of the Ivoirian Assemblies of God for an Urban Tribes church to help reach the unreached Lebanese population in Abidjan, Cote d'Ivoire (Ivory Coast). Sensing both the direction of the Holy Spirit and recognizing they had been uniquely prepared for this task, they spent a season of intense prayer and then began the journey of exploring the will of God in planting Gateway Church in Abidjan.

The Smiths and their three children, Ethan (8), Emma (6), and Charlotte (2), look forward to moving to Abidjan and faithfully serving to plant the Church in this unreached community.

THE GATEWAY CITY'S STORY

Abidjan, the economic capital of Côte d'Ivoire, is a vibrant city that plays a crucial role in shaping the culture and growth of West Africa. With a population of over 5 million, Abidjan is the largest city in the country and the third-largest in West Africa. Abidjan is the commercial and financial hub of the country and the region.

The city has a vibrant arts scene, with many galleries, museums, and cultural centers showcasing the works of local artists. The Abidjan Museum of Contemporary Art is one of the most significant cultural institutions in West Africa, featuring a collection of contemporary African art from across the continent. Abidjan also hosts the MASA festival, which is one of the largest cultural events in Africa, attracting artists, performers, and cultural enthusiasts from all over the world.

Abidjan's economic growth has been a significant driver of the region's development. The city's port is the largest in the region and serves as a vital gateway for imports and exports to and from West Africa. Additionally, Abidjan is home to several multinational corporations, including Nestle, Unilever, and Coca-Cola, which have played a crucial role in driving economic growth in the region. Abidjan's strategic location and economic importance have also made it a hub for innovation and entrepreneurship, with many start-ups and tech companies setting up shop in the city. All of these factors have made Abidjan a city that influences the culture and growth of West Africa.

The Lebanese community is approximately 300,000 strong in Abidjan, making up over 7% of its total population, and is largely an unreached people group. They are a critical contributing factor to the city's influence in West Africa due to their significant economic and cultural contributions. In Abidjan, the Lebanese community has been instrumental in developing the city's commercial sector, with many businesses in the wholesale and retail sectors being owned and operated by Lebanese families. Furthermore, the Lebanese community has played a significant role in driving innovation and entrepreneurship in Abidjan, with many Lebanese-owned start-ups and tech companies based in the city.

The Lebanese community has also had a significant impact on Abidjan's culture, with many Lebanese families being actively involved in promoting cultural exchange and intercultural dialogue.

Lebanese cuisine has become popular in Abidjan, with many Lebanese-owned restaurants and cafés serving traditional Lebanese dishes. Additionally, the Lebanese community has been instrumental in supporting the arts and cultural institutions in Abidjan, contributing to the city's reputation as a cultural hub in West Africa. Overall, the Lebanese community's economic and cultural contributions have been critical to Abidjan's influence in West Africa, making it a more dynamic and diverse city.

While about 38% of the population of Abidjan professes Christianity, many do not serve Jesus alone and continue to practice animism. While there has been much progress in church planting in Abidjan, the Lebanese community is predominantly Muslim and has been unreceptive to the Ivorian church.

The General Superintendent for the Ivorian Assemblies of God, Honoré Daplex Ouinchist acknowledges complex challenges with making disciples among Lebanese Gatekeepers of West Africa. At his request, Urban Tribes is responding and has made it a priority project to see a church planted to reap a harvest among these influencers.

THE GATEKEEPER'S STORY

Zahir's family has been in Abidjan for three generations. They are a thriving import and export business, so while he has seen poverty all around him, Zahir has never experienced a lack of financial resources. His grandmother valued education and insisted he attend a quality school, International Community School Abidjan, where he earned his IB Diploma. Unlike his classmates, Zahir didn't move on to university but joined the family business after pressure from his father.

Zahir is open to spiritual conversations, but doesn't consider himself spiritual. His parents often mocked the magic that people around them believed in. "If God is so real, then why are people so poor? Heaven is right here for rich people and hell is where poor people live now." Mostly Zahir believes religion brings fighting, and he doesn't want that.

At 30 years old, the pressure to find a wife is getting very intense. Zahir isn't opposed to marriage, but needs to figure out how to meet someone. He already feels like he is living a double life between family and work, as opposed to his community of friends, both in person and online. What he really wants is peace from all the anxiety and chaos that seem to be around him all the time.

Zahir and the multiplied thousands just like him are the reason we will plant Gateway Church in Abidjan, that they may know Jesus and make Jesus known to all of West Africa.

HOW WE WILL ENGAGE AND ACHIEVE THE VISION

The "Zahirs" of Abidjan long for relationship and meaning in their lives. Gateway Church will be intensely relational in communicating the hope of Jesus through one on one relationship, mentoring, and small group engagement.

- We will employ a discipleship strategy that not only leads someone to Christ but also leads them to becoming fully-devoted followers of Christ who understand and engage the purpose of their lives.
- Gateway Church will be a place for the relationally empty to find godly and transformational connection through our intentionality in building life-giving community.
- Gateway Church will be a church that helps the "Zahirs" of Abidjan discover the eternal significance of their lives and their gifts.
- We will engage practical life and entrepreneurial training and coaching and relate it directly to the work of Christ in Zahir's life and the meaning and purpose that only Christ can bring.
- Gateway Church will be an intentionally and intensely spiritual community that believes in and relies upon the power of the Holy Spirit to reveal Jesus and to bring life transformation.

- Gateway Church will engage Zahir in the world he lives in. We will approach the task with excellence, prioritizing relationship while strategically leveraging social media, apps, video, and other relevant platforms.

THE STORY OF PROVISION AND PARTNERSHIP

Reaching the Urban Centers of Africa is the mission of Urban Tribes, and it is the key to reaching Africa. Gateway cities and their gatekeepers influence entire regions. Globalized Africans are intuitively, authentically, and fiercely polytribal and the national church in its current forms simply has not risen, and cannot alone arise to the occasion of reaching this emerging Africa, in fact, they are pleading for our help in learning how to reach this present Africa. Culture is literally being formed in the Urban Centers of Africa and the opportunity to influence the shaping of that culture with the hope of Jesus Christ is real and tangible.

Globally, living in urban centers is expensive. Leasing or obtaining meeting spaces is expensive because of the rapid and unending influx of people and commerce. Jesus called us to go where the people are, where they are living, and trading, and to step into their lives and to influence their transformation. Zahir, in many ways is like a 30-year-old living in one of the urban centers of America, yet without a witness who can communicate and model Christ to him in a way he will understand.

We are willing to go, we are willing to plant the Church within walking distance of Zahir and the thousands like him. We are willing to answer the call to build genuine and authentic friendships with Zahir and his friends, because Jesus loves them and so do we. We are willing to go because we believe Zahir, empowered by the Holy Spirit, will be a world-changer, that Zahir is an influencer like the Ethiopian Eunuch that Philip was directed to in Acts, Chapter 8. We believe that Zahir's life will be transformed and that he will be resurrected to his purpose in Christ and will influence not only many of his friends, but he, along with them, will shape West Africa's future according to the image of Christ.

We are bold enough to believe that if we faithfully obey and reach out to Zahir that we will see a city changed, and that changed city will change a region, and that changed region will influence a continent. We have the audacity to believe that because this is what Jesus has asked of us, and of you, and of those that join us, that God will fulfill the promise of the reason for his sending this team to Abidjan.

This work is intense. This work requires a mother church that will offer resources, council, and walk with us. This work requires a multitude of partners and supporters who will faithfully pray and faithfully give month after month to resource this church plant until it can stand on its own. This work requires the Lord of the Harvest to send many laborers into his harvest field, people who can disciple, mentor, model, and love Zahir and others like him. Our call to grow disciples who multiply will require a team that can model disciple-making and serving.

RESOURCES NEEDED

Missionary work and ministry budget

- \$14,000 per month

Project funds for pre-Launch through the first year of the launch to cover things not included in the monthly work budget:

- Marketing and Branding - \$15,000
- Development (web, legal, etc.) - \$6,000
- Fixtures - \$20,000
- Facilities through first year - \$140,000
- Equipment - \$38,000

PROJECTGUIDE–APPENDIX

- Supplies - \$4000
- Contingencies - \$27800
- Total Pre-launch and launch budget (through the first year after launch) -- \$250,000

Team Member Needs

- Team members to engage in disciple-making through teaching, modeling, and mentoring.
- Team members to assist in leading people into the Presence of God.
- A team member with an ability or a proclivity toward social media engagement.
- A team member with skills in tech, media, video, and audio.
- Team members with a call of God, willing hearts and relational skills to help reach and disciple the gatekeepers of Abidjan.

SAMPLE MEMORANDUM OF UNDERSTANDING

BETWEEN GATEWAY CHURCH, BELLEVILLE, ILLINOIS AND GATEWAY CHURCH, ABIDJAN, COTE D'IVOIRE BETWEEN GATEWAY CHURCH, BELLEVILLE, ILLINOIS AND GATEWAY CHURCH, ABIDJAN, COTE D'IVOIRE

1. PURPOSE

This Memorandum of Understanding (M.O.U.) provides a frame of reference within which Gateway Church in Belleville, Illinois (GATEWAY BELLEVILLE) represented by Pastors Bill and Gail Smith and the Official Board, and Gateway Church Abidjan, Cote d'Ivoire (GATEWAY ABIDJAN) represented by Pastors Tony and Heather Jones, seek to cooperate to enhance and accelerate their respective mission of the Kingdom of God in general and the mission/vision of Gateway Church in particular.

2. MISSION

Gateway Church, Belleville, Illinois

Founded in 1953, Gateway Belleville has a rich and fruitful history of growing God's kingdom through the salvation and discipleship of individuals and families, sending and supporting global missionaries, pioneering local ministries and planting churches. Since 2004, they have stewarded a God-given vision for the whole gospel to be preached in the whole earth for all peoples. Our mission and vision reflect this corporate calling.

Our mission is to create access for all people to Jesus and His Kingdom. We have a vision to be a racially reconciling, generationally rich, life-giving church in the heart of the city. Everything we do, and all that we are, is moving us toward a greater understanding of God's purpose; to be one reconciled church, a church that worships and prays together, a church which is racially and generationally rich, a church who loves God and all peoples wholeheartedly, and passionately contributes to growing God's Kingdom. We want to be a church like heaven.

In the context and fulfillment of both the great commission and the great commandment outlined in Matthew 28:19, we believe that disciples of Christ have a responsibility to follow Jesus and His word in the fullness of:

1. Racial Reconciliation. Jesus died for one diversely united church! Ephesians 2:11-22; Galatians 3:26-29; John 17:20-23; 1 Corinthians 12:12-14
2. Biblical Justice. -Defending the cause of the poor, marginalized, oppressed, immigrant, fatherless, and widow in partnership WITH those affected. Leviticus 19:34, 27:19; Psalm 82:3; Isaiah 1:17; Matthew 25; James 1:27
3. Unreached Peoples Missions. Sending and supporting a diverse group of global missionaries who reach people groups with little to no access to the gospel of Jesus. Acts 1:8; Matthew 28:19; Matthew 24:14

GATEWAY CHURCH, ABIDJAN, COTE D'IVOIRE

Gateway Church Abidjan desires to expand the same model and DNA of Gateway Church Belleville into Abidjan, Cote d'Ivoire.

3. DESCRIPTION OF PARTNERSHIP

GATEWAY BELLEVILLE and GATEWAY ABIDJAN have worked together to create this memorandum describing the terms of their mutual collaboration to begin a new church for the residents of Abidjan, Cote d'Ivoire.

- A. Assumptions and expectations of ministry philosophy.
1. GATEWAY ABIDJAN will aspire to be a diversely united leadership team modeling Revelation 5:9, a racially reconciling body, demonstrating the mission and vision of GATEWAY BELLEVILLE.
 2. GATEWAY ABIDJAN will replicate and implement the GATEWAY BELLEVILLE culture and DNA at GATEWAY ABIDJAN. GATEWAY BELLEVILLE has the expectation that GATEWAY ABIDJAN will lead their congregation in multi-ethnic worship expression. GATEWAY ABIDJAN will focus on making disciples of all peoples.
 3. GATEWAY ABIDJAN may utilize GATEWAY BELLEVILLE branded materials and programs. In these cases, GATEWAY ABIDJAN will be expected to uphold GATEWAY BELLEVILLE standards, thus honoring the brand.
 4. GATEWAY BELLEVILLE will make administrative support, policies, procedures and protocols, as well as other necessary resources available from their various departments to GATEWAY ABIDJAN. Special care and consideration will be given by GATEWAY ABIDJAN to accommodate the policies, procedures, and protocols of GATEWAY BELLEVILLE.
- B. Assumptions and expectations regarding finances and financial management.
1. GATEWAY BELLEVILLE will invest \$250K over 3 years beginning in 2024. GATEWAY BELLEVILLE will receive a breakdown of a yearly budget to better understand the use of the \$250K so as to be able to communicate to donors.
 2. Monies given from GATEWAY BELLEVILLE toward fulfilling this support will be given through Assemblies of God World Missions.
 3. GATEWAY ABIDJAN may present opportunities for investment to GATEWAY BELLEVILLE (such as purchasing property, etc.) for their consideration. Should GATEWAY BELLEVILLE decide to purchase property on behalf of ABIDJAN, and donate monies through AGWM for the purchase of the property, Assemblies of God World Missions will wholly own it. If GATEWAY BELLEVILLE purchases property directly from a Cote d'Ivoirian seller, GATEWAY BELLEVILLE will wholly own the property.
 4. GATEWAY BELLEVILLE staff will be available to GATEWAY ABIDJAN to help regarding equipment and financial decisions whenever requested.
 5. GATEWAY ABIDJAN will pay forward 3% of their general fund (tithes) into a GATEWAY BELLEVILLE account in Abidjan, for multiplying church like heaven on earth. GATEWAY BELLEVILLE will have a quarterly view of this account.
- C. Assumptions and expectations regarding governance.
1. The first Lead Pastor of GATEWAY ABIDJAN will be an AGWM appointed missionary that has met Urban Tribes qualifications for such a role. Lead pastors who succeed the lead planter will be selected in partnership by GATEWAY BELLEVILLE and AGWM.
 2. GATEWAY ABIDJAN will work to stay in partnership with GATEWAY BELLEVILLE unless there is a breach of this M.O.U. or both parties mutually agree to separate.
 3. Connection between a GATEWAY BELLEVILLE Lead Pastor and GATEWAY ABIDJAN Lead Pastor will happen monthly for ongoing updates.
 4. GATEWAY ABIDJAN will be a sovereign church for governance purposes due to its international nature and connection to the Cote d'Ivoire Assemblies of God but will be known publicly as a GATEWAY BELLEVILLE church plant.
 5. GATEWAY BELLEVILLE will carry no legal liability for GATEWAY ABIDJAN. GATEWAY ABIDJAN will be responsible to carry proper insurance coverage and comply with local laws in Cote d'Ivoire.
 6. In the event the GATEWAY ABIDJAN Lead Pastor is no longer able to lead the church, GATEWAY ABIDJAN, GATEWAY BELLEVILLE, AGWM leadership, and Urban Tribes leadership will determine a path forward in replacing the leader or exiting the M.O.U..
 7. It is understood that GATEWAY ABIDJAN is operating under the leadership of AGWM Africa's continental initiative, Urban Tribes, along with the Missionary Field Fellowship of Cote d'Ivoire, and ultimately as a church affiliated with the Cote d'Ivoire Assemblies of God.

PROJECTGUIDE-APPENDIX

- 8. GATEWAY ABIDJAN will be known to the GATEWAY BELLEVILLE community as a church plant of GATEWAY BELLEVILLE in cooperation with AGWM Africa and Urban Tribes. GATEWAY ABIDJAN will also be known to AGWM and Urban Tribes in the same way.
- 9. There will be intentional inclusion across race, gender, and ethnicity in all levels of leadership roles at GATEWAY ABIDJAN.

D. Assumptions and expectations regarding mission partnerships.

- 1. GATEWAY ABIDJAN will work with GATEWAY BELLEVILLE to provide opportunities for engagement by GATEWAY BELLEVILLE members to serve in the mission context of Cote d'Ivoire.

E. Assumptions and expectations regarding metrics.

- 1. GATEWAY ABIDJAN metrics (attendance, salvations, first time guests, etc.) will be shared with GATEWAY BELLEVILLE quarterly.

4. EFFECTIVE DATE

This memorandum of understanding becomes effective on the date it is signed by:

----- Pastor, Gateway Church Belleville	----- Date
----- Board Secretary, Gateway Church Belleville	----- Date
----- Pastor, Gateway Church Abidjan	----- Date
----- Director, Urban Tribes	----- Date

MEMORANDUM OF UNDERSTANDING (NC)

(Note: This is a sample MOU with a National Church. This document will need to be scrutinized and modified according to the bylaws and agreements with a specific national church entity. It is provided primarily as a springboard for thought, discussion, and consideration.)

Between (National Church Entity)- (NCE)

And

Assemblies of God World Missions / Missionary Field Fellowship / Urban Tribes (AGUSA)

This Memorandum of Understanding (MOU) sets the terms of understanding between NCE and AGUSA to allow Urban Tribes churches planted in (Country) to be officially recognized and operate under the registration of the (National Church Entity) (Country).

1. BACKGROUND

This partnership is of paramount importance because it allows the two parties to freely supervise and monitor the work that Urban Tribes is doing in (Country). (Country) is a rapidly urbanizing country with many young people migrating to the cities to start their professional and personal lives. These people desire to worship God in an environment that creates an atmosphere that reflects the diversity and globalized nature of the modern (Country)n city. Urban Tribes seeks to plant NCE affiliated churches that are reaching the modern urbanite who desire to experience their spiritual development in this way.

2. PURPOSE

The MOU seeks to request (National Church Entity) to officially recognize Urban Tribes Churches in (Country). Further to this the local churches started by AGUSA members in (Country) should be allowed to operate freely under the registration of (National Church Entity) (Country).

The above goals will be accomplished by undertaking the following activities:

3. TRAINING

Urban Tribes church plants achieve indigeneity through their integration as a part of the NCE. They will seek to identify and train local ministers and leaders who are of the city they operate in. Although this is a long and sometimes challenging process the ultimate goal is to raise up leaders and church planters who are of the city and for the city. An AGUSA missionary (AGUSAM) and or an Urban Tribes developed leader will oversee the work of the local congregation in (Country) ensuring each church is a church planting church committed to the NCE.

4. REPORTING

- The AGUSAM and/or URBAN TRIBES LEADER will be responsible to evaluate the effectiveness and adherence to this agreement. It is proposed that this evaluation is done each year with a report being submitted to the District Leadership of the District the church resides in and the NCE Executive.
- Any AGUSAM leading an Urban Tribes Church will first be presented to the National Office of the IAG before commencing any work in the Republic, as is custom with all AGUSA missionaries.

- They will have the freedom to operate with all Urban Tribes churches in any and all districts of the NCE.
- Preaching Points established by Urban Tribes churches will come under the oversight of the AGUSAM and or URBAN TRIBES LEADER.
- The AGUSAM and or URBAN TRIBES LEADER will make themselves available to deliver a report at district meeting if the District leadership invites them.
- The AGUSAM and or URBAN TRIBES LEADER will report quarterly to Urban Tribes leadership.
- The AGUSAM and or URBAN TRIBES LEADER will establish a regular reporting schedule to their mother church.

5. FUNDING

- All Urban Tribes churches in (Country) shall be funded by
 - Tithes and offerings by members.
 - Money from income generating activities of the local churches.
 - Support from donors and well-wishers which the local churches may identify.
 - Monthly Support from AGUSA or its affiliates shall go to the Missionary for their support or a specific church related project.
 - Mission fund of local churches.
 - Every Urban Tribes church shall be required to deduct 10% of its monthly tithes and offerings to be given to NCE as per the NCE Constitution and Bylaws
 - All AGUSAM must tithe to their sending church and non AGUSAM pastors must tithe according to the NCE Constitution and Bylaws.
 - Local churches are free to support their pastoral staff as they see fit.

6. PROGRAMS

Urban Tribes churches will be NCE churches and therefore will be included in all activities of the IAG districts in which they find themselves. Like other churches they may host conferences and workshops.

7. OWNERSHIP OF PROPERTY

In fulfillment of the NCE Constitution and Bylaws along with the ongoing partnership between NCE and AGUSA, all church owned properties must be purchased and held in the name of the NCE or AGUSA.

8. URBAN TRIBES CHURCH PASTORS & PARTNERS

Urban Tribes churches may only appoint Lead Pastors that hold NCE credentials or AGUSA Credentials. They may establish partnerships with mother churches who will invest in their launch and maturing process. These mother churches could be in the Republic or foreign, however they must support the indigenous missiology of AGUSA and the long-term success of the NCE.

9. DURATION

This MOU is at-will and may be modified by mutual consent of authorized officials from NCE and AGUSA. This MOU shall become fully effective upon signature by the authorized officials from the NCE and AGUSA and will remain in effect until modified by any one of the partners by mutual consent. In the absence of mutual agreement by the authorized officials from NCE and AGUSA, this MOU shall end on the date as determined by officials of NCE and AGUSA.

10. CONTACT INFORMATION

Urban Tribes Continental Initiative Leader

Date: _____

NCE Representative:

Date: _____

Title: _____

SAMPLE LAUNCH BUDGETS

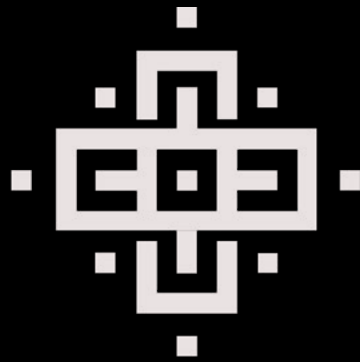
LAUNCH BUDGET URBAN TRIBES Church - Addis Ababa

<u>Category</u>	<u>Subcategory</u>	<u>Estimates</u>	<u>Subtotal</u>
ADVERTISING	Billboards/ Flyers/ Radio	\$2,000	
	Other advertising / promotion	\$1,000	\$3,000
DEVELOPMENT	Website	\$1,000	
	Legal Set-Up	\$500	
	Launch Team Training & Development	\$1,000	
	Office Equipment (computer, printer, etc)	\$3,000	
	Office Furniture (desks, chairs, tables, etc)	\$2,500	
	Facility Rental (6 month deposit +vat)	\$41,400	
	Cell Phone (4 months out)	\$500	
	Sound treatment	\$1,500	\$51,400
EQUIPMENT	Audio System / Instruments	\$35,000	
	Import Tax	\$0	
	Shipping	\$0	
	Display Technology (Projector & Screen)	\$7,000	
	Chairs(400)	\$8,000	
	Lighting System & Lights	\$3,000	
	Computers(2 or 3)	\$3,000	
	Staging	\$2,000	
	Signage	\$2,000	
	Software	\$2,000	
	Photo copier	\$5,000	\$67,000
KIDS MINISTRY	Kids Sound System	\$2,500	
	Kids Video & Lighting	\$3,500	
	Kids Check-In System	\$2,500	
	Nursery Supplies	\$1,500	\$10,000
			\$77,000
TO TALS	Proposed Budget Needed for Launch	\$131,400	\$131,400

LAUNCH BUDGET URBAN TRIBES Church

Marketing/Branding	Billboards / Flyers / Radio	11,500.00	
	Other Advertising/Promotion	2,000.00	
	VIP Promotion	1,500.00	
			\$15,000
DEVELOPMENT	Website	2,000.00	
	Legal Set-Up	2,000.00	
	Prelaunch Bible Study/outreach	2,000.00	
			6,000.00
OCCUPANCY	Facility Rental (1 year)	105,600.00	
	Parking	16,000.00	
	two months lease deposit	17,600.00	
			139,200.00
FIXTURES	Office Equipment (computer, printer, etc) \$3,000	3,000.00	
	Office Furniture (desks, chairs, tables, etc) \$2,500	2,500.00	
	Sanctuary seating (300 chairs)	13,000.00	
	Welcome Center	1,500.00	
			20,000.00
EQUIPMENT	Audio System / Instruments	10,000.00	
	Display Technology (Projector & Screen)	5,000.00	
	Lighting System & Lights	3,000.00	
	Computers	3,000	
	Stage	5,000	
	Kids Sound System	\$2,500	
	Kids Video & Lighting	3000	
	Kids Check-In System	2000	
	Software	\$2,000	
	Church phone	500.00	
	Security and safety Equipment	2,000.00	
SUPPLIES	Nursery Supplies	2,000.00	
	Offering Envelopes	500.00	
	Welcome Center supplies	1,000.00	
	Misc.	500.00	
			4,000.00
TOTALS	Proposed Budget Needed for Launch		\$222,200.00

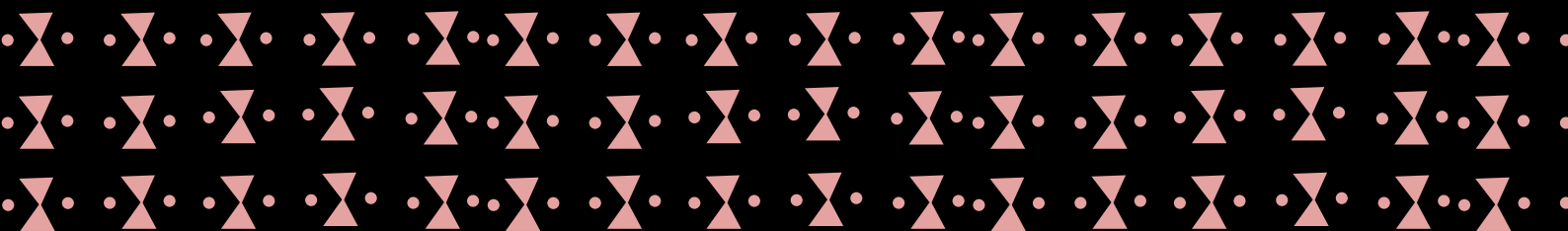
SAMPLE BAM SUMMARY



URBAN TRIBES

BUSINESS AS MISSION SUMMARY
PROPOSAL

“WE EXIST FOR THE REDEMPTION AND TRANSFORMATION OF GATEWAY CITIES IN AFRICA”



THE INTERSECTION

Urban Tribes exists to transform Africa's gateway cities through strategic church planting. While a gateway city serves as a culture shaping hub for its nation and region, a prevailing church will serve as a catalyst for Kingdom culture to influence that process. The Africa House mandate of a church within walking distance of every African fuels the creative engine of Urban Tribes to explore possibilities of impactful urban engagement.

Africa's urban centers are a crossroads for the influences that shape its culture. How should the Church position itself to be an active participant in this convergence rather than a spectator? Without a strategy for engagement, we will not only be left on the sidewalk holding our placards hoping for an occasional glance from those who make the important decisions, but we will also be relegated to the least visible, least valuable, least influential corners of the city. If we hope to disciple those who determine Africa's trajectory, we must be a Church of presence.

The imperative of Urban Tribes BAM initiative is to establish presence in the most significant intersections of Africa's gateway cities through enterprises that gather people for important conversations, develop people who will frame the future, and empower people to launch boldly into their Kingdom assignment. Our objective is not just to be in the room where it happens, but to be the room where it happens. We will disciple those who set the agenda for what is happening and have been a part of the journey that gives them the courage to seize their moment serving God's Kingdom as it's happening in their sphere of influence.

THE ROADBLOCKS

Overcoming the barriers to entry is a significant challenge for any enterprise seeking to bring transformational change. That strain, along with a system for sustainability, has created a roadblock for many of our national church partners to actively and effectively plant prevailing churches in the Gateway Cities of Africa. Urban Tribes BAM initiative will enable Urban Tribes church plants to overcome economic, social, and practical hurdles to entry while providing systems to buttress a multiplying Kingdom urban engagement.

High property values and low availability in growing cities is not a new problem. However, in urban centers, whose rapid growth is disproportionately driven by foreign investors or government intervention, pricing outpaces local salaries. A nonprofit whose ability to make purchases depends solely on the donations of locals loses hope of keeping up with the market every day. Urban Tribes BAM initiative must overcome the price tag for entry into markets we hope to shape and create economic models that enable us to afford to stay in those places.

Not only is there a price tag for entry, but there is also a process for occupancy requirements. We must offer property usage that will satisfy the development power brokers in the Gateway Cities of Africa. The Urban Tribes BAM initiative will reimagine and redesign the church facility to add practical and market value to the urban space it occupies. This facility will bless the city by being an economic and social asset. It will not be seen as a 'taker' or even merely as a 'giver' but as a generator. The church plant will utilize enterprise to afford a location and be accepted by the city it is called to reach.

THE TRAFFIC

Imagine a place where church ministry and marketplace converge; pastors as event planners, church staff as strategic business coaches, and ministry interns as baristas. Urban Tribes BAM will create three interdependent streams of engagement: a micro-tech event centre, a leadership and entrepreneurial incubator, and a co-working office complex, all fully integrated with the church plant. The lines between developmental, social and economic engagement, and discipleship will blur as the Church and the marketplace meet at the Urban Tribes BAM intersection. The event center and co-working space serve as platforms for goods, services, ideas, and products that emerge from the incubator to find their footing.

Urban centers in Africa often lack meeting spaces for significant events such as weddings or social gatherings. In a world defined digitally rather than by brick and mortar, companies no longer want to pay leases for office blocks but still need in-person meetings on occasions. A niche exists for centrally located quality meeting spaces that are technologically equipped to record, stream, and produce interactive multicasts. Modern church facilities functioning as an enterprise with professional scheduling techniques has never been more relevant to Africa's urban landscape.

Leadership and entrepreneurial development bring tremendous value to Gateway Cities in Africa. By nature, the Church is in the people development business. We know how to develop people, and as church planters, we know how to be entrepreneurial. Cross-platforming those skillsets or general leadership development and enterprise incubation is not a broad jump for Urban Tribes. By providing a business that will offer administrative services, training, mentoring and networking opportunities Urban Tribes BAM will assist in developing the people shaping Africa's trends.

Coworking and virtual officing, while already growing in popularity, have exploded in a post-Covid world as an ideal solution for business professionals who need some officing capabilities but maintaining the flexibility to work from home as well. The facility will be anchored on the ground floor by a café and coffee shop to create natural foot traffic and a comfortable casual meeting space for clients and church members. The first floor will place on offer co-working and collaborative workspace for by the day or by the month rentals along with virtual officing facilities.

THE ENGINEERING

Urban Tribes has established an umbrella organization for its BAM engagement called Global Urban Tribes. It has purchased property at 27 Meridian Drive Building 3, Umhlanga Ridge Centre, Umhlanga Rocks, KwaZulu Natal. The property is a two-story office building with an underground parking garage and an attached warehouse in the highly sought-after Umhlanga Ridge market. The objective is to operate a coffee shop and event center on the ground floor and a coworking and virtual office complex on the first floor, along with a leadership and entrepreneurial incubator group that utilizes the entire space, all generating sustainable income.

Each engagement stream will operate as a separate business enterprise responsible for paying fair market rentals, utilities, and fees to the Global Urban Tribes property management company called Blue Waves. After expenses, Global Urban Tribes property and enterprise profits will be divided between reinvestment into its multiplication at appropriate emerging Urban Tribes locations, local empowerment initiatives, and assisting our National Church partners in social work and property acquisition.

THE SUMMARY

The complex context of the modern urban ministry landscape provides opportunity for the church to position itself in new ways. Our response is a shared BAM and local church expression with a flexible staff eager to engage in disciple making through traditional and marketplace engagement. This project will provide the Urban Tribes church plant a permanent and financially sustainable home while it enjoys the benefits of this state-of-the-art facility. This organic intersection will enable the fulfillment of the mission and purpose of the local church.

Urban Tribes BAM initiative seeks assistance to renovate the property at 27 Meridian Dr. Building 3 and launch our various BAM expressions. Under the umbrella of Global Urban Tribes, three enterprises will be launched that monetize the property, creating a sustainable model for property acquisition in other Gateway Cities in Africa. These enterprises will serve as natural intersections between the marketplace and the faith community, positioning the Church to influence the influencers shaping Africa.

SAMPLE TEAM COVENANT (DURBAN)

- We commit to treat each other with dignity and respect.
- We commit to being loyal and keeping confidentiality.
- We commit to remaining humble, gracious and authentic with one another.
- We commit to togetherness in life and ministry.
- We commit to being present and engaged.
- We commit to embrace uniqueness and celebrate diversity.
- We commit to listen to understand and avoid being dismissive.
- We commit to believe the best about one another.
- We commit to the last 10%.
- We commit to be accountable and responsible to the team and for the team.
- We commit to both seek and give clarity of expectations.
- We commit to fun.

SAMPLE TEAM COVENANT

URBAN TRIBES TEAM COVENANT AGREEMENT

The commitment of affirmation:

There is nothing you have done or will do that will make me stop loving you. I may not agree with your actions. But I will love you as a person created and loved by God and do all I can to hold you up in God's affirming love.

The commitment of availability:

What I have is at your disposal if you need it, to the limit of my resources. I give these to you in a priority of commitment over other no-commitment demands. As part of this availability, I pledge my time on a regular basis, whether in prayer or in an agreed upon meeting time.

The commitment of prayer:

I commit to pray for you in some regular fashion, believing that our caring Father wishes his children to pray for one another and ask Him for the blessings they need.

The commitment of openness:

I promise to strive to become a more open person, disclosing my feelings, my struggles, my joys and my hurts to you as well as I am able. I will trust you with my problems and my dreams. This is to affirm your worth to me as a person. In other words, I need you.

The commitment of honesty:

I will try to mirror back to you what I am hearing you say and feel. If this means risking pain for either of us, I will trust our relationship enough to take that risk, realizing it is in "speaking the truth in love that we grow up in every way into Christ who is the head" (Eph 4:15). I will try to express this honesty in a sensitive and controlled manner.

The commitment of sensitivity:

Even as I desire to be known and understood by you, I commit to be sensitive to you and your needs to the best of my ability. I will try to hear you, see you, and feel where you are, and to draw you out when needed.

The commitment of confidentiality:

I will promise to keep whatever is shared within the confines of the Small Group, in order to provide the atmosphere of permission necessary for openness.

The commitment of accountability:

If I should discover areas of my life that are under bondage or truncated by my own misdoings or by the scars inflicted by others, I will seek Christ's liberating power through his Holy Spirit and through my commitment partners. I am accountable to you to become what God has designed me to be in His loving creation.

We the undersigned know that we are not everything listed above, but we pledge to each other to try our best to become these things to each other through this team.

LEADER REFERENCE

FOR URBAN TRIBES TEAM MEMBERS DESIRING TO INITIATE A CHURCH PLANTING PROJECT

As you complete this reference, if the missionary is married keep in mind how the spouse may affect this reference and delineate your responses as needed.

Project Leader/Pastor:

Initiating Team Member(s):

Describe their roles in the church:

Share your observations as to how the team member functioned on the team and interacted with your leadership:

RATE YOUR OBSERVATION OF THEIR CAPACITY IN THE FOLLOWING AREAS (CIRCLE ONE AND ADD ANY COMMENTS):

Relational intelligence and the ability to work with others on the team and in the church:

Poor Fair Average Above Average Excellent

Understands the importance of mutual accountability in a church and team environment:

Poor Fair Average Above Average Excellent

Has the ability to communicate well with the leader, team, and those they lead with clarity and mutual understanding:

Poor Fair Average Above Average Excellent

They demonstrate a healthy attitude, resiliency, cultural acclimation, and a positive perspective:

Poor Fair Average Above Average Excellent

How would you describe this team member(s) skill sets as it relates to leading a church planting team in a gateway city of Africa:

Poor Fair Average Above Average Excellent

Would you recommend this missionary unit as an Urban Tribes project team leader / church planter?

Absolutely Not Perhaps, but not there yet Yes, but with reservations Yes, without reservation

Please comment briefly on your reasoning for your recommendation selection.

Your responses will be shared with organizational leadership as is necessary in considering the team member's suitability for leading an Urban Tribes church plant project.

Please forward this reference to the Urban Tribes Initiative Director and include any other comments or clarifications that you may have.

