

VISION / TRACTION ORGANIZER™ VTO MAR-23 to end of FEB-2024				ONE AFRICA TEAM	
VISION				FEB-2026	
Defines your ministry. Where are you going? How are you going to get there?					
CORE VALUES	We bend without breaking	We work hard	Values	3-YEAR PICTURE™	
	We reflect God's grace to all	We depend on God			
	We stick together	We are joyful	2. Healthy Churches	<u>Future Date:</u>	
	We speak the truth in love	We think outside the box	3. Word and Sacrament	<u>Measurables:</u>	
			4. Shepherding	<u>What does it look like?</u>	
			5 Responsibility	<ul style="list-style-type: none"> OAT will be working THE PLAN (Ministry Strategy) with 12 established church partners 	
CORE FOCUS <i>(core mission)</i>	Purpose: OAT seeks and works with Gospel partners				
	Our Niche: WELS One Africa Team, seeks and works with partners in Africa, to teach the scriptures, gather the lost, and shepherd God's people.				
10-YEAR TARGET™	Among our partners there will be over 200,000 communicants who regularly gather around Word and Sacrament and are shepherded by well-trained leaders.				
MINISTRY STRATEGY <i>(for gathering and growing audiences for the Gospel in your ministry setting)</i>	Target /"The List": Church bodies and individuals who want to gather and shepherd healthy congregations and churches.				
	Three Uniques: <ol style="list-style-type: none"> We emphasize extensive Confessional Lutheran training in the Word of God. We emphasize and offer training in the art of shepherding. We emphasize ownership and responsibility of ministry. 				
	Proven Process: <ol style="list-style-type: none"> We seek Partners Review the Healthy Church Characteristics with our Partners Create Ministry Plans to improve the Healthy Church Characteristics We Work the Plan together 				
	Guarantee: By the power of God's Word, we will equip and encourage partners to gather and shepherd God's people in Healthy Evangelical Lutheran Congregations and Churches.				
				<ul style="list-style-type: none"> TELL has produced 50 multiplication-level students and 10 church multipliers, and 100 students have counselors Every partner (LCCA M, LCCA Z, LCC, LCE, LCMC-K, ASLCN, CKLCN, OLS + 4) has a clear path for training its members for public ministry 	

Outreach 3 Year Picture 1-YEAR PLAN and Rocks Future date: END OF JANUARY 2026	1st Quarter Rocks connected with this goal	2nd Quarter Rocks connected with this goal	3rd Quarter Rocks connected with this goal	4th Quarter Rocks connected with this goal
OAT: Three Year Picture <ul style="list-style-type: none"> OAT will be working THE PLAN (Ministry Strategy) with 12 established church partners OAT will be working THE PLAN (4 Stages) with 7 outreach partners (2 of which are non-English speaking) TELL has produced 50 multiplication-level students and 10 church multipliers, and 100 students have counselors Every partner (LCCA M, LCCA Z, LCC, LCE, LCMC-K, ASLCN, CKLCN, OLS, + 4) has a clear path for training its members for public ministry 				
Outreach 1 Year Goals Outreach will begin working with (i.e. visiting / preliminary stage) groups/individuals in 4 new countries (Zimbabwe, Mozambique, ?, and Daniel Souk?)	Identify and prioritize the top four contenders for new potential partners. - BF	Identify and prioritize the top 4 contenders for potential partners in new countries. - BF	Complete Preliminary Stage with the identified contacts from last quarter (2 from DRC, 1 in SA, 1 in Togo, 1 in Burkina Faso). - BF	Prepare a 2024 visitation roster for our potential partners that works for the team. - BF Draft a language needs and strategy proposal in preparation for the annual meeting. - BF

Outreach will have a one French outreach partner in the 4-stage process	Prepare materials and recruit students for a French Bible study group. - KJD - Finished	Monthly French Bible study group has 10 regular members - KJD	Outreach will be having weekly or bi-weekly live, online doctrinal discussions or instructional classes with at least 3 contacts, in French. - KJD	Complete preliminary stage with 2 additional, francophone partners. - KJD
By the end of the year, we will have developed and published our Outreach processes.	Outreach will develop good communication processes for individual contacts (e.g. milestones/checkpoints for obtaining answers to certain questions about beliefs and practices) - BF - Complete	Publish process for submitting and reporting on trip plans to outreach partners. - BF		
		Gather materials for Stage 2 toolkit. - BF		
		Report on additional ways to reach new individuals/groups in new areas. - BF	TBD by Outreach Function: Outline procedure for exploring and initiating an proactive outreach effort. - BF	
(Continue towards completion of Stage 2 with AMEC)			Discuss and help draft a confession of faith document with AMEC leaders - BF	
TELL Annual Goal 1 - <ul style="list-style-type: none"> Joel to meet all national leaders of church partners, establish relationships with them, and explain the TELL program to them. 			Create TELL presentation to share with national pastors/leaders - JH	Create Multiplication Guide for national partners - JH
TELL Annual Goal 2 - <ul style="list-style-type: none"> Joel learns GGE in Chewa - annual 			Share GGE (simplified	Share GGE in Chewa at

<p>goal for OAT. It allows him to meet national pastors (and gives them a review of GGE).</p>			<p>version) with 3 people - JH</p>	<p>annual meeting - JH</p>
<p>FR-EA</p>	<p>1st Quarter Rocks connected with this goal</p>	<p>2nd Quarter Rocks connected with this goal</p>	<p>3rd Quarter Rocks connected with this goal</p>	<p>4th Quarter Rocks connected with this goa</p>
<p>2022: Three Year Picture (Ministry Strategy)</p> <p>Every Liaison and Partner will comfortably and efficiently be implementing OAT's proven process. <i>Having all the forms and tools needed to accomplish the task.</i></p> <ol style="list-style-type: none"> 1. Review the Healthy Church Characteristics with our Partners 2. Create Ministry Plans to improve the Healthy Church Characteristics 3. We Work the Plan together. 4. Repeat <p>2023: Three Year Picture</p> <ul style="list-style-type: none"> • OAT will be working THE PLAN (Ministry Strategy) with 12 established church partners • OAT will be working THE PLAN (4 Stages) with 7 outreach partners (2 of which are non-English speaking) • TELL has produced 50 multiplication-level students and 10 church multipliers, and 100 students have counselors • Every partner (LCCA M, LCCA Z, LCC, LCE, LCMC-K, 				

<p>ASLCN, CKLCN, OLS + 4) has a clear path for training its members for public ministry</p> <p>The OAT, through the Field Relations Committee has a genuine and trusting working relationship with the leadership of our partners OAT provides opportunities for consistent spiritual growth for our partners to be equipped to have a better working church body and ministries.</p>				
<p>One Year Goal</p> <p>Ethiopia: Help implement and teach the one year curriculum for Maor Lutheran Theological Seminary in Dukem/Bishoftu (in person or remote) and Gambella (remote only). Implement STV opportunities in Ethiopia through OAT.</p> <p>Kenya: Review 5 year ministry plan, identify top priorities and implement projects for Year One.</p> <p>Uganda: [CLI goal: Sem consult implemented] Help implement workshop training requested for 2023. Review the OLS "wish list" with them and prioritize projects as offerings and resources allow.</p>	<p>MTP: Develop curriculum, schedule & manpower for Maor</p> <p>MTP: 1 missionary wife has taught ESL in ET. Mission Journeys' questions are all answered.</p> <p>HM: plan the ministry training workshops [CLI: sem consult]</p> <p>JR: review what can be accomplished in year one with LCMC Kenya</p>	<p>JR: review what can be accomplished in year one with LCMC Kenya</p> <p>MTP: Develop curriculum, schedule & manpower for Maor</p> <p>MTP - evaluate Karen Kroll experience in ET. Adjust volunteer program if necessary.</p> <p>BF: OLS: Clarify workshop schedule/formats/topics for the rest of the calendar year.</p>	<p>BF: With CLI-- Document what the Sem consult process looks like with the OLS.</p> <p>BF: Document workshops for 2024 – identify timeframes and topics</p> <p>JR: Building projects worksheet completed</p> <p>MTP: Line up teachers and schedule for Maor LTS courses.</p> <p>MTP: Create detailed job description for Lam's role, including a curriculum and teaching materials, and a plan for OAT</p>	<p>BF: Help OLS document a prioritized long-term ministry plan (where do they want to focus and how will OAT be able to help?)</p> <p>JR: Determine top 3 building projects with partner and allocate appropriate level of funding</p> <p>MTP: Line up teachers and schedule for Maor LTS courses.</p> <p>MTP: Create detailed job</p>

			supervision of Lam and his work.	description for Lam's role, including a curriculum and teaching materials, and a plan for OAT supervision of Lam and his work.
FR-SA	1st Quarter Rocks connected with this goal	2nd Quarter Rocks connected with this goal	3rd Quarter Rocks connected with this goal	4th Quarter Rocks connected with this goal
<p>2022 Three Year Picture</p> <p>Every Liaison and Partner will comfortably and efficiently be implementing OAT's proven process. <i>Having all the forms and tools needed to accomplish the task.</i></p> <ol style="list-style-type: none"> 1. Review the Healthy Church Characteristics with our Partners 2. Create Ministry Plans to improve the Healthy Church Characteristics 3. We Work the Plan together. 4. Repeat <p>2023: Three Year Picture</p> <ul style="list-style-type: none"> • OAT will be working THE PLAN (Ministry Strategy) with 12 established church partners (4 more) • OAT will be working THE PLAN (4 Stages) with 7 outreach partners (2 of which are non-English speaking) • TELL has produced 50 multiplication-level students and 10 church multipliers, and 100 students have counselors • Every partner (LCCA M, LCCA Z, LCC, LCE, LCMC-K, ASLCN, CKLCN, OLS + 4) has a clear path for training its members for public ministry 				
Malawi: The OAT will work with the LCCA-M to develop some type of functioning Synodical	Malawi: The LCCA-M will have	MP: Malawi: Meet with SC, with the	MTP: Work with LCCA on flood-	MTP: Document and report the

<p>Leadership which will develop programs that will address key issues in the LCCA-M.</p> <p>Zambia: The OAT will work with the LCCA-Z to develop the habit of mutually agreed programs to improve the Health of LCCA-Z congregations for three months at a time.</p>	<p>implemented the Financial Manual.</p> <p>Zambia: Introduce the procedure at the next CAC/OAT meeting, and develop first three month list.</p>	<p>message that the LCCA-M must implement the Financial Manual or no OAT funding whatsoever, possibly also no WT etc.</p> <p>HM: Zambia: Work with LCCA-Z to review and implement the approved requests from the first three month's list; and develop the next three month list.</p>	<p>damaged buildings.</p> <p>HM: Work with LCCA-Z to document how we will fund the care for the Seminary campus</p>	<p>work regarding the repair of LCCA flood-damaged buildings.</p> <p>HM: Prepare a report of initial possibilities of how the LCCA-Z and BoC will support and care for the Lusaka Campus, and what is being asked of WELS.</p>

FR-WA	1st Quarter Rocks connected with this goal	2nd Quarter Rocks connected with this goal	3rd Quarter Rocks connected with this goal	4th Quarter Rocks connected with this goal
<p>2022 Three Year Picture</p> <p>Every Liaison and Partner will comfortably and efficiently be implementing OAT's proven process. <i>Having all the forms and tools needed to accomplish the task.</i></p> <ol style="list-style-type: none"> 1. Review the Healthy Church Characteristics with our Partners 2. Create Ministry Plans to improve the Healthy Church Characteristics 3. We Work the Plan together. 4. Repeat <p>2023: Three Year Picture</p>				

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<p>One Year Goal Analyze and outline processes of financial workings in all W. Africa Synods (CA+R, Quarterly Ministry Plans, worker training)</p> <p>Improve Ministry Planning process with LCC</p>	<ul style="list-style-type: none"> • Document current financial processes • quarterly grant WT Special CA+R Emergency Quarterly • <<23-03 Cameroon Requisition.xlsx>> <<2nd quarter.xlsx>> • <<2023 Ministry plan guidelines.docx>> • Plan a meeting with LCC leaders 	<p>DK: Explore and report (with GP +SF) a simplified system of financial accounting for WA fields.</p> <p>DK :Propose a program to meet with the Pres + 2 leaders from each of the 3 synods at Douala to study ministry planning process to be held in the next quarter</p> <p>DK: Ministry planning process: Offer/propose at least one short course for pastors at each synod (Zoom in Nigeria)</p>	<p>DK: Carry out the training session with WA church leaders to produce clear and renewable ministry plans</p> <p>DK: Bring a 2024 schedule of workshops topics and logistics for each of the</p>	<p>Confirm specific ministry plans for Jan-March of 2024 for each of the three west African synods.</p>

	<p>ip (incl forms for QMP) - discuss at next meeting:</p> <ul style="list-style-type: none"> • • 		<p>three WA synods</p> <p>NEW/Unconnected: DK: Resolve the training program question in Nigeria, based on the path forward for Worker Training offered by All Saints LCN</p>	
CLI	1st Quarter Rocks connected with this goal	2nd Quarter Rocks connected with this goal	3rd Quarter Rocks connected with this goal	4th Quarter Rocks connected with this goal
<p>NEW February 2023 Three-Year Picture</p> <ul style="list-style-type: none"> • OAT will be working THE PLAN (Ministry Strategy) with 12 established church partners • OAT will be working THE PLAN (4 Stages) with 7 outreach partners (2 of which are non-English speaking) • TELL has produced 50 multiplication-level students and 10 church multipliers, and 100 students have counselors • Every partner (LCCA M, LCCA Z, LCC, LCE, LCMC-K, ASLCN, CKLCN, OLS + 4) has a clear path for training its members for public ministry 				
March 2023 One Year Goals:	DW: BDiv and MA handbook complete and in the hands of, OAT, PSI team	DW: Take suggested improvements	DW (Sem Consult): Start meetings with	DW (Sem Consult): Clarify what help

<ul style="list-style-type: none"> • Formal Continuing Education <ul style="list-style-type: none"> • <i>BDiv</i>: all in cohort have completed 6 courses, and all men who do not have secondary certificates are working independently toward them • <i>MA</i>: LCMC participants have completed 2.5 courses/7.5 credits (doctrine, <i>English for Everyone</i>, hermeneutics) • OAT in general <ul style="list-style-type: none"> • Professional development in education has been facilitated for all interested OAT members. • Professional Development (Shepherd / Basic Ministry Training) <ul style="list-style-type: none"> • Identify/recruit/vet/orient—partly through the PSI database—a group of at 	<p>and GLP consultant.</p> <p><input checked="" type="checkbox"/> On track?</p> <p>DW: Gather ideas from OAT and work with GLP and WLS to have professional development idea(s)/options/budget to present at April quarterly meeting.</p> <p><input checked="" type="checkbox"/> On track?</p> <p>DW: Encourage liaisons to schedule professional development in LCCA-M and LCCA-Z with synod leaders.</p> <p><input checked="" type="checkbox"/> On track?</p> <p>JR: meet with MW Technical committee to discuss way forward for Sem Consult</p> <p><input checked="" type="checkbox"/> On track?</p> <p>JR: orient an OAT rep on introducing the Sem Consult process to OLS</p> <p><input checked="" type="checkbox"/> On track?</p>	<p>from PSI team and GLP consultant to BDiv/MA and implement.</p> <p><input checked="" type="checkbox"/> On track?</p> <p>DW: Gather ideas from OAT and work with GLP and WLS to have professional development idea(s)/options/budget to present at April quarterly meeting.</p> <p><input checked="" type="checkbox"/> On track?</p> <p>DW: Work with DB to identify and plan for courses for at least two other MA instructors.</p> <p><input checked="" type="checkbox"/> On track?</p>	<p>LCCA-Z stakeholders, document steps, and set plans for a first workshop by Dec 01, 2023.</p> <p><input checked="" type="checkbox"/> On track?</p> <p>DW (Formal Continuing Education): Take suggested practical improvements from GLP consultant to BDiv/MA handbook and implement. Document improvements noted from the 17–24 Oct Lilongwe course.</p>	<p>LCCA-Z stakeholders want. Document and assess progress.</p> <p><input type="checkbox"/> On track?</p> <p>DW (Formal Continuing Education): Help BDiv brothers apply for Hoenecke and Quamme scholarships for GCE studies. Funnel funds. Monitor progress.</p> <p><input type="checkbox"/> On track?</p> <p>JR (Sem Consult): Prepare initial proposal for completing pastoral training of current</p>
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<p>least 3 adjunct Shepherd Trainers who can help cover the work of FR and Outreach workshops.</p> <ul style="list-style-type: none"> One week training for all LCCA-M and LCCA-Z pastors— solving key issues, enhancing unity (back in the day 3 courses; 1 doctrinal, 1 biblical, 1 practical) <i>OAT reviewed this at its April quarterly meeting and decided this doesn't fit our VTO, but SA FR is working on taking requests for workshops from LCCA-M and LCCA-Z and implementing these</i> <ul style="list-style-type: none"> Seminary Consultation <ul style="list-style-type: none"> <i>East and South Africa:</i> Separate LCCA Z & M WT programs are in place; OLS has completed 		<p>HM: Present the OAT adjunct job description to the WM Board and requests that WM takes it to COP.</p> <p><input checked="" type="checkbox"/> On track?</p> <p>JR: meet with MW Technical committee to discuss way forward for Sem Consult</p> <p><input checked="" type="checkbox"/> On track?</p> <p>JR: DAW is introduced as Sem Consult transition counselor with LCCA-Z</p> <p><input checked="" type="checkbox"/> On track?</p> <p>JR: Through BF develop timeline with OLS for Sem</p>	<p><input checked="" type="checkbox"/> On track?</p> <p>JR (Sem Consult): meet with LCCA-M Committee of 13 to restart Sem Consult process</p> <p><input checked="" type="checkbox"/> On track?</p>	<p>LBI cohort.</p> <p><input type="checkbox"/> On track?</p> <p>JR (Sem Consult): Work through sections 2-4 of the "Seminary Questionnaire" with the OLS leadership and present report at annual mtg.</p> <p><input type="checkbox"/> On track?</p>
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Sem Consult process		Consult process <input checked="" type="checkbox"/> On track?		
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