

Foundations for the International Ministries

of Danish Lutheran Mission

Purpose and Application of the Document

The foundations are a part of Danish Lutheran Mission's (DLM) total strategy document for the international ministries of the organisation. The document defines shortly the biblical foundation and the overall framework for, how DLM sets about international ministries (foreign mission).

We hope this will be useful for expatriate staff, friends and partner organisations to render visible, and to create understanding for, the priorities and actions of DLM.

1. Statement of Faith and Core Values

According to its laws DLM builds its ministries on

- The biblical Scriptures as God's inspired, fully trustworthy and unbreakable word and only source and guide for Christian faith, doctrines and life.
- The evangelical Lutheran confession as a true and binding interpretation of the biblical Scriptures.

The spiritual ideals of DLM are combined in four core values:

- *Free gospel* meaning: We want to proclaim the gospel in order for people to get their joy and safety in what Christ has done – not in what we are to do.
- *Trustworthy Bible* meaning: We want to let the teaching of the Bible have right of way over the thoughts and traditions of men when laying down the line, teaching and methods of the work of DLM.
- *Distinct mission* meaning: We want to conduct our mission work with an eye to the eternity - that is in order that finally all preaching, teaching and Christian charity work will call people to faith and obedience.
- *Spiritual gifts in activity* meaning: We believe that God equips man to serve him, and we want to make use of the whole range of spiritual gifts which God gives to his church.

DLM wants to practise its international ministries according to this statement of faith and these core values, so that the foundations of the mission work in Denmark as well as of foreign mission are administered according to the same principles. However, the ways of expression may differ in the various countries and partner churches, in the same way as the fact that we are guests in these countries and churches will influence our work.



We are aware of the fact that the spiritual profile of DLM must leave room for different opinions. This, however, does not weaken the spiritual profile which we want to characterize our efforts in the various countries.

2. Basis for mission

The foundation and power of all Christian missions originate from God himself as revealed in the biblical Scriptures. Mission is a matter very near to the heart of God. He created mankind to have fellowship with him, and therefore he wants all men to be saved (1 Tim 2.3-7). God himself has acted in Jesus Christ to make salvation possible. Only by believing in him people can be saved from perdition (John 14.6; Acts 4, 12). Therefore it is crucial that all ethnic groups on earth hear the gospel about forgiveness of sins and repentance to eternal life by believing in Jesus (Is 49, 6; Luke 24.27). Thus God gets all the glory due to him (2 Cor 4.15). In the same way faith is created and grows by the power of the Holy Spirit through the Word, and thus the Holy Spirit is the only power of missions (Acts 1.8 and Phil 2.13).

Jesus has called all Christians to follow him and participate in bringing the gospel to all mankind. This must, however, take place before the return of Jesus when the time of missions comes to an end.

Proclaiming the gospel and love of one's neighbours are natural and integrated parts of the life of all Christians and of the work of any church (2 Cor 5.17-21). As Jesus was sent to serve, he wants Christians anywhere in the world to be sent as his servants (John 13.14-16; 20.21).

3. Objectives for DLM's International Missions

The purpose of DLM's international mission is first and foremost to participate in proclaiming the gospel to all nations on earth. As part of this, DLM sends missionaries to some countries in order to make people there disciples of Jesus by baptising them and teaching them the Christian faith (Math 28.18-20) and at the same time to show Christian love of one's neighbours.

An essential goal of DLM is to proclaim the gospel to ethnic groups, which have not heard the gospel previously. Therefore, being on the way with the gospel to these groups must at all times characterize the mission work.

DLM wants to help the needy people. The goal is to serve the whole human being. Christian charity work is an integrated and inseparable part of the testimony about Jesus Christ. Christian charity work is legitimate in itself, also when outer circumstances may make an oral testimony difficult.

DLM wants to take part in planting and supporting congregations. It must be a clear goal for any new work that congregations and churches are to be made independent so that they can manage on their own spiritually, financially and as regards to leadership and have mission work of their own. In this process we want to support with training and education and possibly to help train leaders at different levels.

4. Priorities in DLM's International Missions

The majority of the ethnic groups where only a few people are Christians live in China or within the 10/40-window¹. The area includes Central Asia, the Middle East and the Northern part of Africa. Also in parts of Europe there is a need for mission as evangelical Christian faith is in a weak position. When the goal of DLM is to go to ethnic groups where the gospel has only been proclaimed very little, a future challenge for new work may be within these areas. Specifically DLM decided in 2008 to stake on Turkish ethnic groups in Denmark, Turkey and Central Asia anticipating that the mission efforts in one area may spread to neighbour areas.

Some people talk about as the plans of humans – contrary to the plans of God. In DLM we do not want it to be this way. The international strategy 2016 was elaborated in constant prayer for God's guidance. A prayer group surrounded the process at any time, and prayer was also the centre of the discussions in the National Board of DLM.

We know in part. Therefore we are also open for the possibility that the strategy may change in case God shows us other ways. A strategy like this one must be dynamic. Our biggest wish is to be where God wants to use us with the resources that he grants.

4.1. Strategic Basic Criteria

Behind any priority are some notions about what is important and not important. This is also true when we are to decide how our limited resources are to be used serving the mission. The National Board of DLM has given priority to the below criteria in the international work of DLM:

To Bring the Gospel to Ethnic Groups, where few – or no – People are Christians

Only 2 percent of the missionaries in the world work among ethnic groups where few – or no – people are Christians. The vision for DLM's international work is to bring the gospel to these ethnic groups. So it has been for 100 years, and so it will be in the future. Therefore, this is one of the criteria making the basis for the assessment of which activities to stake on. This means that we will state resources on sharing the gospel by

- building up the capacity in the churches with which we cooperate
- equipping local Christians to share the gospel with their own – and other – ethnic group
- staking on new places where the local Christians have few resources

To Provide Assistance Supplementary to own Efforts

With the target of sharing the gospel with the ethnic group where few – or no – people are Christians a desire makes itself felt to build up and equip the local Christians to spread the knowledge of God - locally and internationally where they have access, which we from the Western Europe do not have. At the same time we want local Christians to spread and run the local work, so that we can go on to share the gospel with other ethnic groups, which have not yet heard it.

The Balance between Christian Charity Work and Evangelisation

Jesus himself proclaimed the gospel and helped those in need. Therefore we want to manifest, that life with him is not only words but also actions. Our engagement in a mission area always has a dimension of

¹ a term used for at belt which lie between the 10th and the 40th latitudes North, dominated by the big world religions, and where few people are Christians

Christian charity work – but it takes a different form depending on the culture, in which we operate. We cannot be trustworthy witnesses of Christ without lending a helping hand to the needy. Therefore DLM's international work must hold a range of activities matching both evangelisation and charity work.

To match our own Resources

We might end up in the situation when all the above criteria seem fulfilled, but we cannot find the right person being competent for the ministry. Or we are short of money, capacity or other things to be able to realize a vision. Here we wish to act in the faith granted by God and prioritize from the visions given to us by God. We assess based on possibilities of recruiting, the financial situation and our capacity. Such a balance is difficult in practice. We pray to God that he will give us the wisdom to make the right assessments.

4.2. General Reflections on Methods

- DLM wants to aim its mission efforts at different geographic, cultural and religious environments. Besides the traditional folk religious, multi religious and Buddhist groups DLM wants to increase the focus on Muslim and secular ethnic groups.
- Certain broadness as regards countries and ministries is considered to be an advantage in order to avoid narrow-mindedness as regards the work and in order to call forward people with different spiritual gifts – even though the broadness may cause the administration to be more demanding.
- The number of countries must harmonize with the total number of DLM missionaries. In the mission work is aimed at a balance as concerns areas of effort and as concerns work in cities and rural districts.
- We want to establish clear and yet dynamic objectives for the work in all countries so that is becomes obvious when the work has been completed.
- We want to cooperate more with other mission organisations in order to improve the administration related to sending out staff and to create synergies among the expatriate staff.
- We want to participate in Christian charity and evangelising activities among disabled people with our local partners. Other target groups for Christian charity activities are:
 - Children
 - Women
 - Poor people
 - Capacity building projects (e.g. hygiene education, pure drinking water etc.)
- We want to use versatile media platforms (cooperate with radio, tv, internet media) – including as exit strategy.
- We always work in teams in new mission countries (not necessarily Danish teams, not each person having his/her own ministry, but in networks).

The chosen strategy focusing at the most unreached – and at increased mobility – has weaknesses / risks. It is not meant to be an opposition to the long steady pull and the responsibility of teaching. We must be aware of the temptation to be superficial and restless. Yet we think that the advantages are more

important. DLM can contribute with something positive, which many mission organisations – and churches – do not have, i.e. frontline mission. Being on the move is an essential part of DLM's self-understanding. We have only limited experience when it comes to ministering among the Muslims, but we think that we cannot avoid relating to this group of people.

5. Missionaries

The most important strategic resource of DLM is missionaries, who are employed in defined ministries in the country of service. It is the goal that there are jobs for both spouses in the specific country. The recruitment takes place in Denmark by calling to mission, supporting education of missionaries and sending out qualified and spiritual gifted people to an active ministry. The recruitment of missionaries takes place by calling to ministry through preaching for children, youth and adults. In order to cause a vocation for service DLM stresses the importance of the missionaries meeting with the DLM congregations in Denmark. At the same time we want to make visible the need for missionaries for specific tasks.

The recruitment of DLM for foreign missions is based on and urges to long time service. Some categories of ministries may ask for a short term effort. DLM wants to challenge both young and adult people in the working age to service. We are also open to send young people who would like a break in their studies or education or seniors who have finished their professional carrier.

5.1. Criteria for being Employed in DLM's International Mission

DLM wants to send families as well as singles to minister in international mission. Everybody is subject to the same criteria for employment no matter the type of job.

A person who would like to work as a missionary for DLM

- Must be baptized, confess faith in Jesus and live as a believing Christian
- Must acknowledge DLM's statement of faith and spiritual identity
- Must express a personal wish to and responsibility for being a witness through words and deeds
- Must be spiritually and educationally qualified for the position for which he or she is engaged
- Must have an inner calling to minister as a missionary as well as an outer calling from the organisation DLM
- Must be willing to take an education preparing him/her for becoming a missionary
- Must be prepared to learn the language and culture of the ethnic group to which he or she is to be sent
- Must show respect and openness towards people of another ethnic, cultural and religious background
- Must be willing to adjust life style and living standards in order that they do not offend the people to which he or she is to be sent
- Must be robust and thus able to handle changeable and unpredictable situations of life and work.

DLM wants, as much as possible, to ensure defined jobs for both spouses. Job applications are sent to the national board of DLM (landsstyrelse), who has the power to appoint.

In case an unwed missionary wants to marry, DLM invites the couple to an interview in order to for the two parties to have a mutual presentation of each other and of the spiritual basis of both parties. If the spouse is to be appointed too, he or she must fulfil the above criteria and be appointed by the national board of DLM. In questions on marital ethics the ethical directions of DLM are to be followed.

In case people having a non-Lutheran background apply for a position, DLM wants to assess each situation individually. Non-Lutherans will not be appointed for positions having a spiritual responsibility of preaching or leadership, but other positions may be considered.

5.2. Division of Ministries

DLM wants to make sure in the best possible way that both women and men will have positions corresponding to their spiritual, human and educational qualifications. At the same time DLM wants that all people, sent to minister in DLM's international mission, practise the classical understanding of the biblical view on men as well as women ministering in the congregation. Therefore it is important that positions implying a responsibility as pastor and/or teacher are imposed on men.

DLM does not send women to minister in activities, which are from the outset defined to have functions as pastors and teachers.

Connected to a congregation women may, depending on spiritual gifts and education, be appointed to positions implying

- Teaching and training of new Christians connected to church planting, when this does not imply functioning as pastor and teacher (i.e. Alpha-like courses and teaching catechism)
- Evangelistic activities not implying functioning as pastor and teacher
- Teaching and training of children
- Teaching, counselling and leadership responsibility among youth
- Teaching, training and leadership responsibility among women
- Teaching women's classes and classes at bible schools, which are not doctrinally normative
- Production, following up, counselling and leadership responsibilities connected to literature and publishing house activities
- Production, following up, counselling and leadership responsibilities in radio ministries
- Bible translation activities
- Cure of souls and personal counselling

DLM grants the missionaries the freedom to assess how these broad guidelines are put into practise in specific situations. This assessment may take place in the form of dialogues with the team leader and the Team for International Mission.

5.3. Time of Ministry and Type of Employment

It is important that the missionaries of DLM acquire knowledge of the local language and make themselves familiar with the culture and religion of the local population. The purpose is to ensure the best possible continuity in the ministry. Ministry in the same area over a long period of time is the best way to ensure that this takes place.



At the same time DLM wants the mission activities to be flexible in order that human, professional and spiritual resources are employed and utilized in the best possible way. Various types of employment may promote this – depending on position and period of employment.

DLM wants to employ and send:

- Long term missionaries who are sent to minister within one area of language and culture. Continuity in the service is desired.
- Short term missionaries and volunteers who are sent to minister for a limited period of time. I.e. in projects, to ensure continuity in current activities, teaching of missionary children, literature activities etc.
- Commuter missionaries who are sent for a few weeks/months at a time within a certain period of time, to take care of short specific activities. I.e. teaching courses, leader counselling etc.

Besides DLM wants to support and back up:

- Volunteers – of all able-bodied ages – who are primarily sent to perform limited activities in close cooperation with a missionary, e.g. teaching of missionary children, literature activities etc. Most frequently the activities last up to one year, and they do not necessarily require a professional education. Due to their professional experience seniors may be sent to perform more independent activities.
- Trainees who are sent to learn about practical missionary activities as a part of their education or during a study break chosen by the student him- of herself (e.g. students at the TKM- education (Cross-Cultural-Missionary-Education at The Danish Lutheran School of Theology, Copenhagen, Denmark)).
- Tent maker missionaries – i.e. persons who want to live and support themselves in countries which are primarily closed for traditional organised mission activities with a view to mission.
- Associated missionaries who are typically sent by and connected to activities in another Christian organisation or church.

According to a fixed scheme volunteers are charged with the payment of part of the costs.

In some cases tent maker mission and missionaries associated to DLM may imply that DLM does not undertake any obligations as regards financing and employment. In cases when it is not possible for the tent maker missionary to ensure an income from local employment, and when the tent maker mission is of priority to DLM, DLM may undertake obligations as regards financing and employment. The concept of tent maker is first and foremost to give the possibility of spiritual and human support through the DLM in Denmark. Tent maker missionaries are offered help when it comes to administration and logistics. DLM will consider supporting churches established by tent maker missionaries, if any.

5.4. Schooling of Missionary Children

In order that the missionary families may stay in their ministry as long as possible DLM offers to ensure the schooling of missionary children. The type of schooling may vary, but the basis is to ensure the well-being of the families and the children in the best way possible. What DLM can offer in the various countries, may differ.

6. Financial Circumstances

The financial means available for DLM's international activities are mainly gifts from people who want to support the mission activities. DLM wants to administer the means entrusted consciously and responsibly according to the goals and priorities of the mission activities.

6.1. Financial Support for Missionaries

DLM insists that the missionaries are the most important resource in the mission activities. Therefore the substantial part of DLM's costs is connected to the missionaries

DLM's financial responsibilities for missionaries include:

- Travels to and from the mission country, according to the employment agreement
- Wages according to rates fixed by DLM according to the cost level in the mission country
- Schooling/teaching of missionary children
- Costs for a reasonable residence
- Means of transportation – normally a car – for work and private use
- Costs for medical care
- Insurance and pension schemes
- Other staff related costs

6.2. Financial Support for Local Churches and Networks

First and foremost DLM wants that local churches are made independent of financial support from DLM.

Therefore the scale of financial support from DLM, if any, and the way this is allocated must aim at promoting local self-reliance in the best way possible.

Only as an exception DLM will support partner churches financially without at the same time sending missionaries to the churches in question. DLM may contribute with small annual amounts to church organs of mission networks where DLM's foreign missions are represented.

DLM can contribute with:

- Small contributions in periods agreed upon to the operating budgets of a partner church or to membership of an umbrella organisation.
- Contributions which are earmarked to specific projects or activities of priority – e.g. Christian charity work.
- Temporary support to church planting in new areas of work.
- Support earmarked for education of national Christian leaders.
- Humanitarian support – especially in case of disasters.

6.3. Financial Support for Projects

Wishing that the mission activities are to serve the whole human being DLM may support minor local projects. One way is to arrange for project support from the Danish Mission Council Development Department / Danida. Or DLM may support limited projects within its own financial capacity.

If minor local projects are to be supported, they must

- Be planned and effected in a cooperation between DLM and a partner based on mutual goals
- Be connected to health, prevention of decease, education or building up of leadership capacity in partner churches
- Meet needs which are expressed locally
- Be supported locally through materials, work efforts or financial support
- Be possible to effect within a short and fixed time schedule
- Be able to be handed over to the responsibility of local leadership

DLM has established a separate project organisation “Who needs”, through which people or companies who do not want to support DLM, can support projects agreed upon with the missionaries and approved by the board of “Who needs”. Gifts which are given in this way are not tax deductible in Denmark.

6.4. Budgets and Financial Control

DLM performs its mission activities within the financial capacity available. The financial means are distributed based on the budget planning and the financial control, for which the management of DLM in Denmark is responsible.

The missionaries are responsible that their activities are carried out within the scope of the budget, which is passed annually by the management of DLM. Exceptionally the management of DLM can grant support to urgent purposes, which are not in the budget. In order that the financial means will be spent as much as possible according to the goals of priority for the mission activities, DLM aspires to draw up budgets for two year periods.

For management purposes DLM divides the budget in

- Basis budget = permanent activities
- Activity budget = Activities, which are only launched, if the means have been collected².

The purpose of this division is to secure that financial means are available before launching projects. The objective is to secure the financial foundation for the work.

In the same way DLM will establish several options for supporting specific projects (support a missionary, a bible school, a project) in order to increase personal relations to the mission activities.

7. Cooperation with Local Churches and International Organisations

The purpose of the mission activities is to form congregations where Christians meet to hear the Word of God and to share the sacraments, and where they live a Christian everyday life serving their neighbour. The goal is that these congregations unite in bigger fellowships/churches.

² When an activity has been launched based on specific donation commitments or project means, it is passed to the basis budget. Till then it appears on the activity budget only.

Normally DLM's activities take place in cooperation with one or more local churches. In particular cases DLM may choose to take independent initiatives. Where and when this happens it must contribute to strengthening the priorities for the mission activities.

7.1. Various Models of Cooperation

DLM wants the goals and resources of the partners to be understood and respected as much as possible when the activities take place.

The mission activities of DLM can take place within various models of cooperation:

- *The partner model* implies that the crucial parts of DLM's mission activities form part of the activities of the local church. This means that the management of the church administers the financial support. The missionaries are placed according to the needs of the church in close dialogue between the managements of the church and DLM. Organisational matters and matters concerning missionaries – employment, staff relations and obligations – are administered by the management of DLM (presently e.g. ELCT and the Moravian Church in Tanzania).
- *The indirect partner model* implies that DLM alone / together with others take part in the activities of a mission organisation, which cooperates with a local church according to the principles of the partner model (presently e.g. Ethiopia and Peru).
- *The parallel model* implies that the activities of a local church and of DLM are organised and coordinated in order that the activities of DLM will benefit one or more local churches (presently e.g. Soma Biblia, Tanzania).
- *The umbrella model* implies that more mission organisations together establish and run a joint organisation, which either works independently within a country/area or cooperates with local organisations (presently e.g. Cambodia).
- *The South-South model* implies that DLM wants to do "cross-cultural international missions" together with churches in the South. They may have resources and spiritual gifts, which we lack – and opposite. Without removing the initiative from the local church as a partner DLM wants to cooperate in a mission country with other missionaries from the South, who share or respect the statement of faith of DLM. As a principal rule the sending church must have the employer's responsibility and ensure the salaries. Alternatively DLM may grant financial support to the sending church.
- *The network model* implies that DLM supports existing congregations with bible teaching, Christian charity resources, financial support, or that DLM receives help from local congregations to establish a congregation in countries with few Christians (presently e.g. Turkey, Central Asia or Cambodia).

DLM's primary concept of cooperation is to obtain as much integration in the local community as possible. I.e.:

- When possible DLM cooperates with local partners (Assistance Supplementary to own Efforts).
- DLM only launches projects according to agreements with a local partner and having a clear object of assigning it to the partner. This requires the involving of local manpower and responsibility.
- As far as possible DLM wants to integrate in the local environment and not establish residences on compounds.
- In order to be mutually inspired DLM aims at inviting representatives from the partners to Denmark (e.g. students, missionaries, preachers).

- Respecting the culture and the work already initiated DLM networks with local Christians, because DLM may learn from their experience – spiritually, culturally and missionally.

7.2. Independent Administrative DLM Matters

As part of the staff care DLM needs within the mission activities to take some coordinated initiatives as regards a group of missionaries. This is especially the case in situations regarding employment and staff related obligations to them and their children.

Therefore organization of matters of common interest for the missionaries is needed. When assessed to be appropriate part of this administration is carried out locally by the local representative or team leader. Team for International Mission takes care of administrative matters, which are best coordinated from Denmark. The contact person among the missionaries may be charged with some areas of responsibility as regards the DLM missionaries.

7.3. Inspiration for Cross-cultural Contacts

DLM has the vision that the mission activities must reflect the fact that the gospel is for everybody, and that the universal church of Christ consists of confessing Christians across ethnically and culturally different backgrounds.

We want this vision to be fully and practically developed during DLM's cooperation with national Christians and churches – internally in the local churches and during their cooperation with other local and international evangelical churches.

8. Interdenominational Cooperation

DLM adheres to the biblical understanding of one true universal church, which as the body of Jesus Christ consists of all people, who believes and confesses Jesus Christ to be the saviour, who have been baptised in the name of the Trinity, and gather around the word of God and the sacraments. As regards the relationship between DLM and the churches with which we cooperate, it remains that the churches belong to the local Christians and *not to DLM*.

DLM's primary goal in interdenominational cooperation is to establish congregations, which work according to the Lutheran confession.

DLM is open to interdenominational cooperation:

- Where the Bible is maintained as the authority for all Christian doctrines and life.
- When everybody participates actively in planting churches and establishing congregations where there is openness to respect DLM's foundation and objectives.
- For further information see the guidelines in "Luthersk Mission og kirkeligt samarbejde".

9. Principles for Beginning new International Missions Activities

DLM wants to begin new mission activities according to item 4 in this strategy. Depending on the size of the ethnic group as well as the character and the extent of any other mission activities DLM may choose to begin new activities in places where others are already working.

The considerations of DLM whether to begin activities in a new area are to a considerable extent based on:

- DLM's principal goals stresses that the mission activities of DLM must be characterized by constantly being on the move to the most unreached ethnic groups with the gospel.
- In order to create this opportunity it will be necessary constantly to search possibilities to increase the resources of DLM as well as to consider how existing activities may be transferred to the local Christians in preparation for a total transfer of DLM's activities.

Endeavouring to pass the gospel on DLM wants to work for a progressive transfer of established activities as well as to consider how to assist bringing the gospel to the ethnic groups with few or no Christians.

The below principles are valid when beginning new activities or a new type of activities.

9.1. The Phase of Investigation and Decision

Before the leadership of DLM can make a decision to begin activities in a new country, a thorough but short preliminary investigation (not exceeding two years) must be made. Likewise the friends of DLM must be included in order to clarify their views and to create visions and ownership for the matter.

Circumstances to be investigated:

- The potential country/ethnic group must be localised based on DLM's primary criteria
- The cultural and religious background of the nation
- The political situation and conditions and possibilities for mission activities
- The attitude of local Christians, if any, to and the challenges triggered by a possible DLM initiative
- Points of connection for a possible cooperation
- Obvious challenges triggered by the type of activities chosen
- The general security situation
- The health situation in the country/area
- The specific consequences for DLM's current mission activities

9.2. The Phase of Preparation

When the decision has been made to begin new activities it is important to develop the contact between DLM and the possible new partners with whom to cooperate. Frameworks must be created for the establishment of the first missionaries and for a preliminary strategy for the activities/ the cooperation.

Based on the decisions DLM has made concerning missionary crew and time schedule, DLM must endeavour to employ and/or educate missionaries for the activities planned. In the same way a basis for extending the activities must be made in the budget.

9.3. The Phase of Setting up

DLM wants to target the mission activities towards strengthening local independence, responsibility and continuity.

When setting up new activities DLM will from the first day give priority to:

- The missionaries bearing witness of Jesus Christ in words and deeds
- Being aware of social and human needs in the target group

- Encouraging local Christians to pass on the gospel and thus take responsibility to establish congregational fellowships and to run mission
- To target the efforts towards handing over the activities to national Christians

The circumstances mentioned must influence the way DLM chooses and uses its staff, finances and methods of work.

During the phase of setting up in a new mission country DLM should ensure that the missionaries sent are as far as possible connected to a team of other missionaries - in order for them to have support in their work and daily life. This team must not necessarily consist of other DLM staff, but may in required countries be of expatriates from other mission organisations. The number of missionaries must be considered in order that the missionary group does not become a factor of power compared to an existing or future local church.

It should be possible for the missionaries to live and work within a geographic area, which allows necessary mutual contact and considerations about the methods of work as well as coordination of the work in cooperation with a possible local church. As regards standard of living the missionaries ought to consider the local situation.

When new activities are set up the missionaries must choose methods and means of work, which require as small expenses as possible, and which have been adjusted to the situation in the local culture in order that it is possible for a local church to take over and run the activities.

In cooperation with the missionaries and a possible local church DLM will draw up an area strategy plan, with which the DLM efforts have to comply. A strategy plan has to be made during the first year of activities. Then this plan must be evaluated and adjusted at least every five year.

10. Principles for Terminating and Leaving an Area of Activity

As a partner DLM wants to work within specified time limits according to mutual agreements. Therefore DLM wants to arrange termination of activities in mutual understanding with local partners and networking actors. It is important to DLM that this takes place based on plans and time limits, which have been drawn up and agreed upon, in order to ensure to the greatest extent possible that the activities will be continued.

10.1. Reasons for Terminating and Winding up Activities

After long lasting missions activities there may still be some important challenges, which have not been dealt with. Some of these tasks may naturally be part of DLM's goals and priorities. However, DLM does not consider this alone to be sufficient reasons for continuing the missions activities in an area.

In most cases it will be decisive that a local church/partner exists in the area, who may undertake the responsibility for such activities and challenges.

Reasons for DLM terminating missions activities:

- DLM's principal goals challenges DLM to get further along with the Gospel

- The principal goal for the mission activities is considered attained in the area (cp. Item 3), as the local church/partner is considered able to take over and continue the activities.
- The indicators are the presence of independent congregations taking care of the spiritual life, having independent local leaderships, spreading the Gospel to people locally, rendering independent, Christian charity work, and being fairly self-supporting as regards running the activities of the local church.
- Circumstances regarding staff and financial matters may cause DLM not to be able to continue the activities
- Circumstances regarding theological questions or matters related to cooperation may be a contributory cause to the fact that DLM wants to wind up the missions activities
- DLM's winding up benefits the maturing of the local partner

When DLM is placed in a situation forcing us to wind up more quickly than planned and agreed upon we want it to take place in good dialogues with the local partner in order to secure that the activities are handed over and continued in the best possible way.

10.2. Phase of Winding up

As much as possible winding up of mission activities must take place in mutual understanding and in a close cooperation with a local partner. Period of time and arrangements regarding the winding up will be different depending on local possibilities and the extent of the activities.

An extension of a period of winding up agreed upon must be justified by the principal goals for the mission efforts and the cooperation.

10.2.1. Winding up of Missionary Activities

The missionary is responsible to make himself "not needed" by equipping national Christians and leaving the responsibility to them.

It is important to DLM to be open about its strategic considerations and decisions. This also means that the missionaries, who may be affected by a winding up, will be informed about plans and decisions as early as possible and involved in the implementation.

10.2.2. Winding up of Financial Support

Any kind of financial support from DLM to a partner church will be gradually reduced over a period of time. Typically such a period will be identical with the period of winding up of DLM's activities. This will normally mean that DLM's financial support will be brought to an end at the same time as the last DLM missionaries leave the activities.

10.3. Evaluation and Following up

Not later than three years after the termination of DLM's mission activities in a country/ethnic group an evaluation report must be drawn up together with the local church/partner. The report must explain the course of the winding up of DLM's efforts.

DLM wants to maintain the relations to the local church/partner after the termination of the direct cooperation. By means of contact in writing or possible visits DLM will try to maintain the interest of the friends and members in the activities continued by the local church/partner and thus create fertile soil for continued prayers.

11. Communication

Active interest is subject to knowledge. Therefore DLM wants expatriates as well as the management to arrange for news to all LM-congregations in order for the friends of DLM to be well informed about the activities in the mission countries.

However, DLM also wants the expatriates to have a clear vision of the dreams and hopes of the DLM-friends as regards the work, and therefore DLM wants to increase the communication involving both parties, to involve the friends in drawing up the strategy, and to discuss the work with them on a regular basis.

DLM will endeavour to increase the communication by

- newsletters/mails
- blogs
- prayer lists (including following up on subjects for prayer)
- Passing on accounts from the work showing joy as well as distress
- information by employees and expatriates on furlough in Denmark
- upgrading of the communicative skills of the expatriates
- mission projects among children and youth

12. Following up on the Strategy Document

The priorities of the strategy document require that strategy plans are prepared with tangible goals for each geographic area in DLM's international missions. Instructions for these strategy plans will be prepared by DLM's secretariat.

The missions activities in the various geographic areas/ethnic groups must be evaluated every five years based on the area strategy plans drawn up.

The present strategy document must be evaluated and adjusted by DLM's management every five years.

Approved by Luthersk Missionsforenings landsstyrelse (the national board of DLM)

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