



STRATEGY

FOR

INTERNATIONAL MISSION

IN

DANISH LUTHERAN MISSION

2023-2027

Strategic Basic Criteria

Behind any priority lies some ideas about what is important and not important. This also applies when the resources are limited, and we must assess how these are to be used serving the mission. The national board has attempted to clarify the main factors behind the priorities of DLM's international mission.

To Bring the Gospel to Ethnic Groups with Few or No Christians

Only a very small number of the missionaries in the world work among ethnic groups with few or no Christians. The vision for DLM's international work is to bring the gospel to them. It has been so for more than 100 years, and it will be so in the future. Therefore, this is one of the criteria used when evaluating which activities to focus on. This means that we want to prioritize resources to pass the gospel on:

- By focussing on new places, where local Christians only have few resources.
- By equipping local Christians to pass the gospel on to their own people and to other people groups.
- By enhancing the capacity of the churches with which we cooperate.

To supplement own Efforts

Wanting to reach the gospel to ethnic groups with few or no Christians, DLM wants to enhance and equip local Christians to spread the message of salvation in Jesus Christ - both locally and internationally, where they have opportunities that we Western Europeans have not.

At the same time, we want local Christians to undertake the responsibility for operating the work locally, so that we can move on in order to give the gospel to other people who have not yet heard it.

The Balance between Evangelisation and Christian Charity Work

Jesus responded to the physical, mental and spiritual needs of people. We want to continue that both in word and deed. Our commitment in a mission area should always have a diaconal aspect - but the form is different according to the culture in which we operate. We cannot be credible witnesses about Christ if we do not consider the needs of the whole person. Therefore, DLM's international work must include a broad range of activities that match both evangelism and Christian charity work. It must apply to people in all phases of life - children, adolescents, adults, and elderly people.

To match our own Resources

We may end up in a situation where all the above criteria appear to be met, but where we cannot find the right person with the right skills for the job. Or that we are short on finances, capacity, or other things to achieve a vision. Here we want to act in faith and prioritize based on what God calls us to do and gives us visions for. We assess based on recruitment opportunities, finances, and capacity. Such a balance is difficult in practice.

Necessary to Prioritize

As a mission organization, we have limited resources and can help only in selected areas. Therefore, we must always be prepared to assess when the time is to move resources from

one activity to another. Therefore, it is essential to set clear targets for the work and to discuss in cooperation with local partners how we reach them. This makes it possible to bring the gospel further.

When drawing up a strategy, it is therefore important to assess when we should withdraw in relation to each country and to each branch of activity.

Country Strategy Tanzania, 2023-2027

History

Danish Lutheran Mission (DLM) has been active in Tanzania since 1911, and Tanzania is thus the country where DLM has worked the longest.

About 51 % of Tanzania's 61.7 million inhabitants are estimated to be Christians (of which 11% are Evangelical). The vast majority of these are considered to be practicing Christians.

Until 2014, DLM cooperated with both the Moravian Church and the Evangelical Lutheran Church (ELCT). Today, DLM works mainly with ELCT, which has approximately 8 million members.

ELCT is a very large church with a heavy, hierarchical structure and many independent dioceses. Through the Lutheran Mission Corporation (LMC), ELCT receives significant financial support from various Western mission societies, some of which exert liberal theological influences that take root in the church. However, the ELCT has a spiritually mature leadership very capable of leading the organization, and the contribution and influence of DLM are appreciated, though minimal compared to other foreign partners. The main church and individual dioceses have varying views of missionary work in the country. Therefore, the work of reaching further out takes up relatively little space in some dioceses, while in others it is visibly prioritized. ELCT continues to grow, and there is a great need for teaching and training in Christian life and faith. DLM has been valued for its theological views for a long time, and can exert influence, despite its small size.

In 2022, LM is engaged in literature ministry, evangelistic ministries, Bible teaching, couple's retreat and mission course activities, and diaconal work. As of October 2022, 10 missionaries and 5 volunteers are deployed in Tanzania.

DLM's annual budget in 2022 is approx. USD 590,000 / DKK 4.2 million.



DLM in Tanzania 2023-207

Mission and Evangelism amongst nomadic tribes (MUWA)

The nomadic ministry continues, and there are still huge opportunities and openings for the gospel among the nomads. The Bible School in Ilambilole and the Evangelism team are run together with the ELCT Iringa Diocese and other southern dioceses. The deployed DLM missionary serves as a counsellor and cashier.

The goal is to ensure that MUWA finances in the years to come grow less dependent on DLM. MUWA will be progressively less financially dependent during this strategy period, as from 2023, and 15 years ahead, DLM will reduce the block grants to MUWA with approx. 6% annually.

The Lutheran Retreat and Mission Center (LRMC) in Iringa

DLM, in close cooperation with ELCT Common Work and Iringa Diocese, wishes to further develop the newly established Lutheran Retreat and Mission Center in Iringa into a nationwide center for mission.

DLM aims for the center to equip Tanzanian Christians for cross-cultural and international mission, to strengthen the call to go out with the gospel, both domestically and beyond the borders of the country.

DLM also wishes for the center to cover the huge need for marital retreats, which the church requests along with the mission courses.

ELCT Diocese of Mara Region

DLM will continue to focus on the partnership with ELCT Mara diocese, providing support for evangelism and Bible education. DLM will prioritize a missionary unit at Kiabakari Bible College and supplement with commuting missionaries and/or volunteers who can teach and support the work at the Bible College and in the diocesan congregations. DLM will focus on conversations with the leadership of ELCT Mara Diocese on how we can support and promote capacity building in the diocese, both pastorally and administratively. If possible, DLM will facilitate support internally in ELCT to Mara Diocese. During the strategy period, discussions will begin with the Diocese of Mara about decreasing our presence over several years.

Diaconal work – and breaking new grounds

DLM will maintain the diaconal efforts begun during the current strategy period: Among nomads, in Church and Community based Mobilization Process (CCMP), and in the prevention of oppression of women, children and young people.

Diaconal projects will, when possible, be funded through funds from the Danish Center for Church Development (CKU).

Together with the church it will be investigated whether, we can increase evangelism efforts aiming at the Muslim population. Diaconal efforts targeting Muslim dominated areas are prioritized and could be launched in the coastal regions south and north of Dar es Salaam. These areas are characterized by poverty and traditional African religion and are inhabited by many Muslims, some nomads, as well as other ethnic groups who are unreached with the gospel.

Soma Biblia – Read the Bible

Soma Biblia is the DLM literature ministry in Tanzania. In 2014, Soma Biblia merged with Scripture Mission, the Norwegian Lutheran Mission literature work in East Africa. The ministry is now led independently by a board of directors and has developed its own strategy in an agreement between DLM and NLM, and without the direct involvement of the local churches. Since the beginning in 1987 in Tanzania (DLM), and in Kenya (NLM) in the 1970s, the ministry has grown significantly, and Soma Biblia had a turnover of approx. DKK 16 million in 2021.

There is still potential for growth, but Soma Biblia wants to consolidate the business part and strengthen the focus on the publishing part. The ambition is to expand the network of bookstores in Tanzania and enter new partnerships, where doors are opened for both the business and mission part. Soma Biblia has continuously taken on more and more of the financial responsibility of the ministry. However, DLM still wants to fund the position of Publishing Manager with a missionary, as it is the theological cornerstone of the work.

Evangelism among the unreached people remains a vital part of the Soma Biblia strategy. Strategic partnerships with Biblica International and New Life Literature, among others opens opportunities for teaching materials for children and young people for educational and evangelism purposes.

Objectives in Tanzania 2023-2027:

- Mission and Evangelism amongst Nomadic Tribes (MUWA):
 - The church is basically in charge of the MUWA ministry. This to be further made visible through the signing of a Memorandum of Understanding (MoU) with the cooperating dioceses on the management and financial operation of the nomadic ministry for the coming years. This concerns the two branches of the work: The Bible School in Ilambilole and the Evangelism Team.
 - It is the goal of DLM that not only the Iringa Diocese, but also the other 8-10 dioceses where the ministry takes place, will take on increased financial and managerial responsibility for MUWA.
 - To continue the capacity building of local leaders and the dialogue with the church about nomadic ministry in Iringa Diocese and the other southern dioceses.
 - Increased diaconal efforts among nomads will be prioritized if opportunity arises and cooperation is requested from the church.

- The Lutheran Retreat and Mission Center:
 - Through the Retreat and the Mission Center in Iringa facilitate the vision in the church of mission among the unreached people groups in Tanzania.
 - Oversee the shaping of short and medium length courses in traditional mission and tent maker mission and lead the center in cooperation with Iringa Diocese and ELCT.
 - Offer marriage courses to evangelist and pastor couples in cooperation with the church.

- Mara Diocese – Kiabakari Bible College:
 - Continue to focus on teaching and evangelism from Kiabakari Bible College, with one missionary unit on site.
 - Support teaching and evangelism ministry in congregations in the ELCT Mara Diocese through commuting short-term missionaries.
 - Support capacity building within Mara diocese and thus strengthen the diocesan offices to run and expand the work.
 - Facilitate cooperation and support to the Diocese of Mara at diocesan level in ELCT.
- Diaconal work - and breaking new grounds.
 - Maintain the diaconal focus side by side with evangelistic ministries - and be aware of new opportunities.
 - Offer support for capacity building in the dioceses with which we work for the benefit of the diaconal effort.
 - Support the breaking of new grounds in the region south of Dar es Salaam, through a diaconal and evangelistic focus together with the local diocese. Preferably in synergy with Soma Biblia, who has experience from recent years' efforts in the area.
- Soma Biblia - Read the Bible:
 - Continue the shared ownership with NLM of Soma Biblia and provide relevant support for the independent strategy of Soma Biblia: "The Word of the Gospel to all generations in Tanzania".
 - Facilitate further financial empowerment of Soma Biblia.
- Actively articulate the friendship and relationship with the ELCT Ulanga-Kilombero Diocese, including celebrating the 75th anniversary in 2024 of the first DLM missionaries to arrive in the Ulanga Valley.

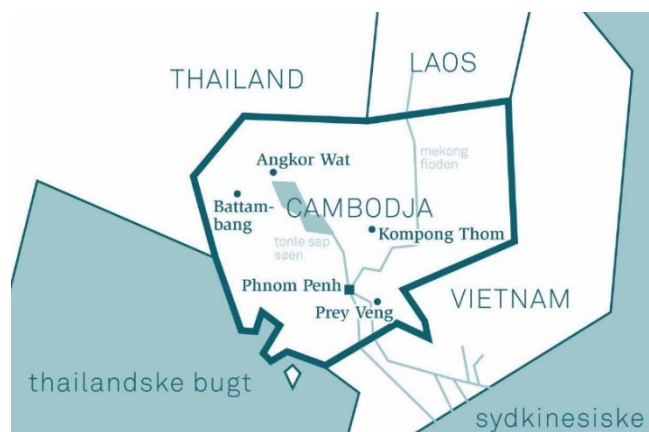
Country Strategy for Cambodia, 2023-2027

History

The DLM mission engagement in Cambodia began in Phnom Penh in 2003. The work was expanded in 2010 to include Siem Reap. In 2022, another expansion occurred with the establishment of a dormitory in Battambang.

Efforts of DLM include evangelistic work and social-diaconal efforts.

The following initiatives are in play from 2022 onwards: Evangelizing and church-



building, Bible teaching, activities at dormitories, smaller projects around English language education, health and focus on women and children. In addition, DLM cooperates in Phnom Penh on diaconal tasks in the organizations "Daughters of Cambodia" and "Flame". Furthermore, DLM is a partner of Church of Siem Reap under the collective name "Countryside Harvest Mission" with financial support for Bible school ministry, evangelization, and development in Preykhmang ("The Enemy Forest").

In Cambodia, 90-95 % of the population are Buddhists with a strong touch of spirit and ancestral worship. This makes it difficult to begin evangelism in new areas. From the beginning, the efforts of DLM in the country have consciously had a diaconal profile, which shows that faith is not words alone, but that faith is effective in compassionate action.

It is estimated that about 3 % of Cambodia's population today are Christians (of which 1.5 % are Evangelicals).

The Christians in the country belong most often to independent congregations that are without cooperation with other churches with the same confessional basis of faith. The church is characterized by first-generation Christians, where Bible knowledge and theological reflection can be rather limited.

Many churches are run on their own cultural premises, and few have the vision of defining themselves in any particular theological or ecclesiastical direction. Many have reservations towards those who call themselves Lutherans. Being Lutheran is associated with Western liberal theology, and with missionaries with a vague Lutheran profile. Therefore, Lutheranism is not regarded well in many churches in Cambodia.

DLM cooperates with several organizations in the country in social and diaconal projects. As of October 2022, DLM has six full-time missionaries and four volunteers in Cambodia.

Annual budget in DLM in 2022 is approx. USD 670,000 / DKK 4.8 million.

Objectives in Cambodia 2023-2027

- Diaconia, evangelism, partnerships, and training are key words for future efforts.
- DLM will live out the Lutheran values (Scripture alone/ Christ alone/ Faith alone) in the daily activities.
- Through Bible-believing preaching and teaching, DLM will help establishing and supporting local congregations.
 - If possible, create networks between new and established congregations
 - A possible cooperation with one of the Lutheran churches (CLC or LCC) is assessed on an ongoing basis
 - DLM will, through diaconal projects, help individuals and create community development and through that show the love of Christ in action.
 - DLM has a goal of having missionary staff in Cambodia of at least two permanent units in Phnom Penh, Siem Reap and Battambang respectively.
 - DLM also has a goal of using volunteers for missionary work.

Goals for evangelism and teaching towards 2027:

- Provide a theological teacher to support Phnom Penh Bible School with theological teaching of students at Bachelor level and, if possible, support the Bible school's Master's course.
- To maintain the work with Bible teaching in order to strengthen Biblical knowledge and understanding among local evangelists and pastors so that it rubs off in the congregations
 - Support Bible education in Siem Reap at diploma level for pastors and evangelists during the Countryside Harvest Mission (CHM)
 - Support district-level Bible teaching through CHM
 - Withdrawal plan for the finances to CHM will be prepared – in line with increased local responsibility for Bible school, evangelism and project in Preykhmang [2022 budget: 72,000 USD]
- During the strategy period, the possibilities of starting Bible training are explored in new places.
- Through contact and teaching, to influence individual Christians and congregations with Lutheran theology and values and provide sound training of leaders to congregations and administration.
- In the areas around Siem Reap and Battambang, to gather people around new initiatives – such as English language education, creative groups, health initiatives, group gatherings for women and/or children – to create platforms to tell stories and, eventually, establish Christian communities. – It can be done together with other partners.
- Create or support networks between new and established congregations for inspiration and transversal cooperation.
- LM will be open to support capacity building of key people among partners.
- Maintain contact with the student ministry, Sonoko, and be open to ad hoc support for good initiatives in Phnom Penh or Siem Reap. DLM does not provide missionary staffing.

Objectives for social and diaconal projects by 2027

- Support diaconal efforts - and organizations - to raise people's skills and improve their living conditions and provide increased opportunities to contribute positively to the development of society
 - DLM, through the Countryside Harvest Mission, will provide financial support for kindergarten, adult literacy training and health work in Preykhmang, but will gradually reduce the financial support.
 - DLM will operate dormitories in Siem Reap and Battambang and thus helping poor rural youth to have a safe home with a Christian impact during their high school and university studies.
 - DLM, through the organization "Flame", will provide educational upgrades to educators of poor children from the slums of Phnom Penh
 - DLM will second staff for the organization "Daughters of Cambodia", which helps women out of prostitution and abusive relationships

- DLM will support small health projects/initiatives with the possibility of elementary treatment and education in health and nutrition, etc.

Country Strategy Peru 2023-2027

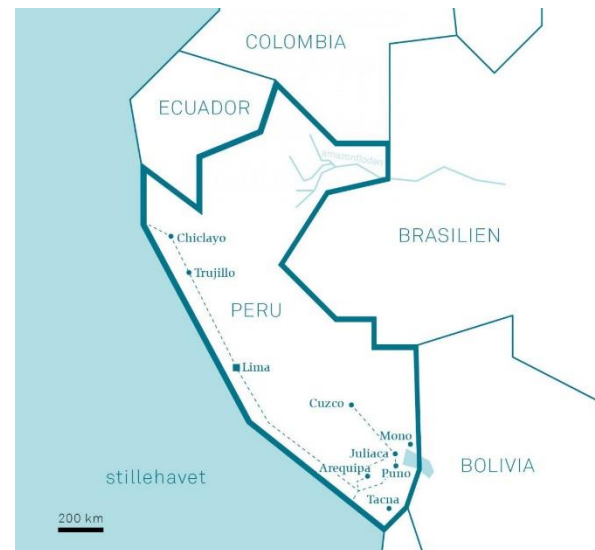
History

The first DLM missionaries were stationed in Peru in 1988. Since then, DLM has worked closely with the Norwegian Lutheran Mission (NLM). In the year 2022/23, DLM and NLM have a total of four missionaries in Peru (two of whom are deployed by DLM).

DLM cooperates with the Lutheran Church of Peru (IEL-P), which is a small church with about 40 congregations and about 2,000 members in total. The church was founded in 1995 and centres its activities in the south of the country.

Catholic folk religion mixed with spirit beliefs has a strong hold on people, while both materialism and new religious movements are spreading. The Church is also under the influence of the spiritual, social, and leadership challenges of its societal context.

At the heart of DLM's current activities in Peru is capacity building of resources in the church to enable it to function independently. The missionaries work with Bible teaching and various church-building ministries in new and pre-existing congregations. In addition, DLM and NLM provide general financial support to IEL-P, which is now being phased out.



LM's annual budget in 2022 is approx. USD 300,000 / DKK 2.1 million.

DLM strategy in Peru 2023-2027

- DLM wants to continue engaging in capacity building and supporting IEL-P.
- DLM wants to focus on Bible teaching and church-building activities.
- During the strategy period, DLM wishes to take a more advisory role in the cooperation with IEL-P.
- DLM wishes to support IEL-P in starting or participating in missionary activities nationally and internationally. This can be done, for example, with support for wages/labour costs.
- DLM wants to have two missionary units in the country during the strategy period.
- DLM wants to initiate talks with IEL-P and NLM regarding future reduction of the engagement of DLM.

Objectives towards 2027:

- Contribute with theological (especially practical theological) teaching and thus enhance the church's ability to lead and expand the activities itself.
- Support and encourage the church to reach out further.

- Prioritize the placement of missionaries in the highlands to support outreach work there.
- Contribute with resources and education in the field of family ministries, e.g., in the form of marriage counselling.
- Support IEL-P in ensuring that congregations continue to have or eventually have diaconal engagement.

Country strategy Greenland 2023-2027

History and background

About 56,000 people live in Greenland, including 18,000 in Nuuk. 98% of the population are registered Christians, while 50% still practice traditional religion, with a strong focus on spirits.

The first missionary from DLM was sent to Greenland in 1968. In addition to this missionary, who was there until 1973, four married couples have been sent as tentmaker missionaries for periods between 4 and 8 years, up to 2002.

From 2015-18, DLM had associated missionaries in Greenland in cooperation with the Seamen's Mission.

Since the summer of 2019, a married couple has been sent by *Danish Christian Students (KFS) to pioneer a student work in Nuuk, with support from the Seamen's Mission. As of 2021, DLM has supported the Greenland project granting to KFS DKK 200,000 per year until the summer of 2023. From 2023, this will be doubled until the summer of 2025, so that DLM covers 410,000 per year while KFS covers the rest.

*KFS is a part of the international family of Christian student organizations, IFES (International Fellowship of Evangelical Students)

In dialogue with KFS, it will be designed how, with the increased financial support, DLM will have an impact on the work.

The DLM Children and Youth (LMBU) has Greenland as its focus area in 2023 and 2024 and plans to support the sending of volunteers through national fundraising in DLM Youth (LMU).

DLM has a long tradition of mission in Greenland. DLM wants to continue to influence with a Christian voice in Greenland and to motivate Christian fellowship with especially children and young people as a target group. Therefore, it is also natural to let LMBU get involved in Greenland.

The DLM annual budget in 2022 is approximately USD 28,000 / DKK 0.2 million.



DLM strategy in Greenland 2023-2027

- Organizational partnership with KFS involving high school and student ministry in Nuuk and possibly Aasiaat.
- In partnership with LMBU to send 1-2 volunteers to Nuuk.
- Encourage and call tentmakers, students on internship and exchange programmes, to be affiliated with DLM.
- Continue to explore ways in which DLM can support the development of diaconal and church work in Greenland.