



Strategy 2016

DLM's International Work

Introduction

This strategy has been drawn up in the period March-December 2011 taking input from a number of groups in DLM into consideration:

- Employed missionaries
- Local partners
- Strategic partners
- Other mission organisations
- Experts in missiology
- The supporting base of DML (local mission consultants, LM Kids, LMU, former missionaries, other friends of DLM)
- Team for International Mission (TIM)
- The National Board of DLM (LS)

The strategy was presented to the DLM's General Assembly (GF) on October 28th and has subsequently been accessible for comments on DLM's website.

The international mission binds us to each other in DLM. The work is done best when we act together. Thus it was historically, and thus we want it to be in the future. Therefore it is compulsory that we stand together as regard the strategy for international mission. This calls for knowledge of the contents and discussion about it – also after it has been formally approved. This process is now initiated

Figure 1: The Distribution of Missionaries and Volunteers



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 tried to make perfectly clear the most important criteria behind the priorities 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 so 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 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.

Where do DLM best put its Efforts?

As a mission organisation DLM has limited resources and is only able to provide help in selected places. Therefore we must always be prepared to assess when the time has come to move resources from one piece of work to another. Therefore it is crucial to lay down clear targets for the work and to discuss in cooperation with the local partners how these are reached is the best way. By doing this the gospel will be passed on.

Therefore one of the tasks of this strategy process is to assess for each country and ministry when the local church is ready to take over, and how we help them is the best possible way to get there.

The Overall Picture

DLM's resource situation has left its mark on the strategy. Financially as well as administratively DLM is in a situation in which prioritizing is necessary.

We acknowledge that being present in a country costs administrative resources. No matter whether we have many or few missionaries our presence calls for a certain amount of administration in order to create contacts, to maintain them, to investigate local cultural, linguistic and legal circumstances etc.

As the resources of DLM are limited we need to focus. Up to 2016 this means:

- DLM is present in 5 countries in 2016
- In 1 land the work is being transferred to the locals, work is initiated in 1 country
- The budget for 2012 is DKK 12,000,000
- Supplementary DKK 750,000/year up to 2016

A specific consequence of this is that **the work in Central Asia will not be initiated till after 2016**. DLM has a calling to work among these ethnic groups, but the work in Central Asia will call for resources, which we

can only make available concurrently with passing work on in other places. Therefore we will aim at passing the work in one mission country on over the years to come. See details in the various country plans.

In 2011 DLM's international work had a budget of DKK 13,047,000. We expect the actual expenditure to be of a little more than DKK 12 millions. Accordingly the stage is set for **freezing the activities at the 2011 level and for having an ambition of increasing the budget from there with DKK 750,000 annually**. If possible this would imply an international budget in 2016 of DKK 15,000,000.-. The execution of this presupposes that the financial means are available, and that GJ approves of the budget.

Country Plan for Peru

History

Peru is one of the South American countries having the lowest share of evangelical Christians (estimated 12 % - some make an even lower estimation). Folk religiosity mixed with belief in spirits has a strong grip on people, at the same time as both materialism and new religious movements are spreading.

The first DLM-missionaries were sent to Peru in 1988, and here they work closely together with the missionaries from Norsk Luthersk Misjonssamband (NLM). As from the summer 2011 this organization has a total of 13 missionaries in the country (of whom 4 are Danish). **NLM has a general strategic target of gradually reducing the engagement in the country towards 2020.**

In Peru DLM works for The Lutheran Church (IELP), which is a small church having 52 congregations and about 2,000 members. The church is relatively young (established in 1995) and centres its activities in the Southern part of the country.

As is also the case for all other churches, the church is influenced by the social context, and this causes spiritual, social and management challenges.

The social challenges originate from addiction, violence and irreconcilability and demands that the leaders and congregations can handle the whole human being.

As regards management the church is characterized by a lack of democratic understanding, mutual competitiveness and a low share of formal education, and this makes proper competence building difficult – also when the situation calls for making room for the generations to come.

Spiritually a partly secularized society where religions are mixed means that it is challenging to know what is true and false compared to the Bible.

Building up the resources of the church is the heart of DLM's current activities in Peru preparing them to be able to function independently. The missionaries are engaged in Bible teaching, in a kindergarten / congregation activities and contributing to the youth activities within the Lutheran church.

In 2011 DLM has 4 missionaries in Peru and spends about DKK 700,000 on the work in the country.

DLM's Activities in Peru towards 2016

- DLM wants to continue its engagement in building up and supporting the IELP



- Means are earmarked to have 3 missionaries/missionary families in the country
- Focus on children and youth

In addition to the two families already working in the country DLM will endeavour to send out a missionary, who shall either work with addict problems and handling of conflicts in the church or teach at the Bible school SETELA.

As there are no financial means to send both missionaries at the same time, **DLM will let the first possibility to realise a project control the need.**

DLM has the below targets for the respective activities:

- CLET: Building up a practice for lay people to study and that the men/women of the church may take over themselves teaching at and leading the CLET
- SETELA: Building up the capacity of the church to manage and to spread the work and that 35 people will graduate as bachelors with 2016.
- Cooperation with NOREA/DBI/others about the establishing of radio/web based teaching programmes/sermons for use in Bible training
- Building up capacities and structure for conflict management within the church
- Building up work amongst addicts and teaching, which local people may manage and finance independently
- Building up activities for children and youth, managed and financed by locals, who establish and realize strategies independently. Establishing focus on the children in the church by supporting the activities, which have already been initiated

Country Plan for Cambodia

History

DLM got involved in Cambodia in 2003 based in Phnom Penh. In 2010 the activities spread to Siem Reap in the Northern part of the country. The activities of DLM are: Bible teaching, student work, church building activities as well as charity projects in the form of teaching and education of children and youth, sewing projects and health work among pregnant women and mothers to babies and toddlers.

90-95 percent of Cambodia's population are Buddhists with a strong element of ancestor worshipping, **and this makes actual evangelising work difficult.** Therefore DLM's efforts in the country have from the beginning had a strong Christian charitable face showing that the faith is not just words but effective in compassionate actions.

Today the number of Christians in Cambodia is estimated to be about 1 % of the population (0.5 % Evangelicals). The Christians in the country are first and foremost organised in small congregations, which do not work together across.

The church is consisting mainly of first generation Christians, who are very concerned not to take over Western ideology, but to run the church according to their own cultural background. It is said that Lutheran

groups, who have previously tried to establish activities in the country, have not respected this, and this has scared the Cambodian Christians. Therefore there is no interest to define oneself as belonging to a certain church orientation. **Being Lutheran is often looked upon with critical eyes**, as this is connected with a liberal theology heard about through Western missionaries without Lutheran background.

DLM works together with various organisations in the country - in 2011 having 7 missionaries (+ 2 in preparation) and 5 volunteers and a total budget of DKK 2,192,000.

DLM is still in a phase of breakthrough in Cambodia, in which the principal target is to define the role in relation to the local congregations. **Clear Christian charitable efforts will be necessary** considering the culture of the country as well as the strategic basic criteria of DLM.

DLM's Activities in Cambodia towards 2016

- Diakonia, evangelism and training will continue to go hand in hand
- DLM will influence the Christianity in Cambodia with Lutheran values
- DLM will watch for the opportunities to build networks between congregations
- DLM will watch for the opportunities to support a locally rooted Lutheran congregation/church

As such **the activities continue according to the current plan** with openness to the possibilities, which might present themselves. The budget adopted for 2012 gives the option to employ a missionary/missionary family more in Cambodia, in case the possibility presents itself.

DLM has the below targets for the activities in Cambodia:

- Maintaining teaching and outreach programmes aiming at equipping local leaders to lead their own church congregations and to run the diaconal activities independently
- Establishing a diploma education in Siem Reap and a bachelor education in Phnom Penh
- Influencing churches and congregations with Lutheran values and theology through training
 - Training local leaders of congregations through courses of short duration
- Supporting diaconal activities and thus building up local abilities to lead and finance the projects independently (and possibly initiate similar projects independently)
- Establishing a national students' movement run by locals and starting in Phnom Penh and in Siem Reap
- Supporting the establishment of a network between congregations with regard to inspiration and cross-congregational cooperation, in case the possibility presents itself
- Supporting the establishment of a Lutheran church in the country in cooperation with the locals

Country Plan for Tanzania

History

DLM got involved in Cambodia in 1911. **Thus Tanzania is the place, where DLM has been for the longest time.**

Tanzania has a population of 42 million people – of them 50 % are estimated to be Christians (18 % of them are evangelicals). The great majority of them are regarded as practicing Christians. DLM cooperates with two different national churches. One is the Evangelical Lutheran Church (ELCT), which has today about 5.5 million members. The other is The Moravian Church of Tanzania, of which the number of members has not been specified. In many ways the churches are well established and mature, even though the situations in the dioceses differ.

Financially the ELCT still receives quite a lot of contributions from foreign mission companies. The theological influence from some of them is quite liberal, and this takes root in the church. Yet the church has a spiritually mature leadership, which is capable of leading the organisation, but in the opinion of DLM they have **only to a small degree developed their eye for being missional**. Therefore the activities to reach the unreached groups in Tanzania only are a rather small part of the church's own activities, as it has proven to be a challenge to establish activities aiming at evangelising for other nations (e.g. Mozambique) – despite the size of the church.

ELCT is still growing, but the experience of actual revivals is not to clear.

In 2011 DLM is involved in literature work, courses, school education (HOPAC), evangelising activities among nomads and bible teaching. **As regards diaconal activities we have a low profile**, ending with the winding up of our engagement in the home visiting programme (HVP) in Dar. Actually DLM has 17 missionaries living in Tanzania, 2 missionaries are commuting/living in Denmark and 6 volunteers. The annual budget is of 5.2 million DKK, i.e. the biggest international focus of DLM.

DLM's Activities in Tanzania towards 2016

- The activities among nomads, the Iringa Diocese, are transferred to local leadership (2020)
- The Mara Diocese is given priority
- Diaconal activities are wanted (if possible in Mara)
- Rukwa to 2014
- Soma Biblia is (if possible) transferred to local leadership in 2020 at the latest
- Soma Biblia Centre is closed down by 31.12.2011

From nomad and Rukwa to Mara Diocese

The passing of the activities among nomads is **totally in line with the current plan for the work**. Here the church is already active and has taken over some of the leadership. Correspondingly DLM has already now agreed with the church in Rukwa, that DLM will not have any missionaries in the area as from 2014. This releases resources to use elsewhere. Here LS has **decided to focus on Mara Diocese**, which is a small are in the North of Tanzania heavily needing support from outside for evangelising and training.

Soma Biblia

Soma Biblia is DLM's literature work in Tanzania. **The work is carried out by DLM without the local church involving directly.** Since the beginning in 1987 the work has grown significantly, and the turnover is now of DKK 4,200,000 annually. The work **still has a potential to grow**, implying that the DLM will have to dedicate more resources if the activities are to continue their natural development. DLM wants the possibility to establish literature work at other places in the world, as we experience a calling to reach unreached ethnic groups in e.g. Central Asia. Therefore it is **necessary to pass on the literature work in Tanzania to local leadership.** LS wants to challenge the employees to endeavour for a conveyance towards 2020. At the same time DLM wants to **investigate the possibilities for merging Soma Biblia with Scripture Mission**, which is NLM's literature work (among other things) in Eastern Africa.

Soma Biblia Centre

The activities at the centre began in 2010, when the first missionaries were employed. Since the beginning two courses for Danes have been held: **a Volunteer Training Programme (VTP) and a Senior High School.** In both cases it proved difficult to establish a sufficient number of participants, and a joint evaluation together with the High School LMH convinced that the said concepts had no future.

In addition DLM has held a number of courses for Tanzanians at the centre (Sunday school teachers, married couples, evangelists and others). More than 300 people engaged in the local church have benefitted from participated in courses during the latest 2 years. The original agreement was that there should be a final evaluation of this part of the work in 2012 at the end of the trial period.

Therefore the closing of the centre is neither due to the quality of the training nor to an evaluation of the vision. This is still alive. The decision is first and foremost a financial consideration motivated by the annual cost of running the centre off DKK 941,000.

Considering the staff affected the decision has already been made, communicated and carried out. Our thoughts go to the staff affected.

The consequences of the closing are that the DLM will try to dispose of the buildings to interested buyers.

DLM has the below targets for the activities in Tanzania:

- Equipping ELCT to lead and to develop the Mara Diocese as well as creating a vision for mission among unreached ethnic groups nationally and internationally
 - Coordinating the evangelising activities of locals and participating in this. Building up the abilities of the locals to run and to spread these activities independently
- Building up locals to lead the Bible school in Kiabakari (Mara Diocese)
- Training locals to lead and to expand the work among nomads to the barabaig and the sukuma tribes
- Surrendering ownership and financial responsibility for the Bible school in Ilambilole and the work among nomads to ELCT
- Transferring the Bible school activities in Sumbawanga in 2014
- Participating in diaconal efforts (possibly in the Mara Diocese)

Country Plan for Ethiopia

History

DLM has had missionaries in Ethiopia since 1970. **In Ethiopia we work together with NLM.** NLM is in charge of the formal contact to our local partner, Ethiopian Evangelical Church Mekane Yesus (EECMY).

When EECMY was established in 1959 it has about 20,000 members. Today the church having 5.7 million members appears to be the world's second largest Lutheran church. About 50 % of Ethiopia's population is estimated to be Christians (of them are 20 % evangelicals). The work is divided in 21 synods all over the country. Especially DLM works together with the South West Synod. **The church has a multiple character and is characterised by different languages and tribal cultures.** Thus a large broadness as regards form is needed, and this easily challenges the church on being theological broad as well.

The development in the church is characterized by many years of revival. The challenges are first and foremost to teach the Christians and to train local evangelists in order to meet the existing demand for the Word of God. As the formal level of education is still limited in the country, and as there is no common national language, teaching and training is also a pedagogical challenge.

Right now DLM has 6 missionaries and 3 volunteers in Ethiopia. Together they annually count for about DKK 1.0 million in the budget. The activities pivot around Bible teaching of evangelists, support for outreach activities and diaconal projects within health and the hospital sector.

DLM's Activities in Ethiopia towards 2016

- DLM takes further steps towards a final surrendering of the work to the Mekane Yesus Church
- DLM does not employ new persons for positions in Ethiopia
- Possibility for present missionaries to continue

Participating in God's revival in Ethiopia has in 41 years been a blessing for DLM. We have seen a small church prosper and have taken part in meeting the biggest challenge of this church: To give the gospel to everybody, who would like to hear it. Later on we have participated in the training of all the new Christians, who need to get to know God better. **Now local evangelists pass on the word.** To a large extent local people teach the evangelists and coordinate their work, and in a fair way locals are leading the Bible schools and the diaconal activities.

The work in Ethiopia has not been finished. God's kingdom is still progressing. There are more unreached ethnic groups. More new Christians need teaching. Initiatives have been started, which will fall to the ground. However, we are **pleased to see that the church is burning for the unreached.** That it itself has resources to send – even though more may be needed. That it itself is able to address its challenges – even though it needs counselling and support like anybody else.

DLM has been and is still a part of this work. Our bonds of friendship will continue. **First and foremost it is a joy to let the Ethiopians take full responsibility for the work in Ethiopia themselves.** We thank God for that.

Our friends in NLM continue their activities in Ethiopia. They will especially focus on the Eastern regions and the activities in Somaliland, for which they have got a vision.

At the same time our current missionaries will stay for another while in order to finish their projects in the country. **DLM is open for an extension of the current contracts.** Therefore we will be present for some time to come. The exact year for a total stop has not been decided yet. DLM will hardly leave Ethiopia next year, but within 10 years from now. How and when will be discussed with the staff, NLM and the church.

DLM's Target for the Activities in Ethiopia toward 2016

- Passing on the expertise within the existing health projects to be run and spread out by local leadership
- Arranging for TEC to be run independently and not depending on missionaries
 - Supporting the establishment of a bachelor level education at TEC
 - Preparing the missions school at TEC as well as recruiting for this for local leadership and financing
- Passing on support and counselling to the outreach activities in South Omo

Country Plan for a New Mission Area

History

On the whole there are no Christians in DLM's new mission area. The country has a population of many millions, but only **0.2 % is Christians** (a minority of these are evangelicals). The ethnic group belongs to the least reached in the world.

The meeting of delegates decided in 2006 a strategy aiming at initiating mission activities in a country with unreached ethnic groups. LS appointed a project group, which recommended these ethnic groups with activities in the new mission area, Central Asia and Denmark.

The group has visited the country several times and established contacts to Christians in the country. Based on this LS has decided to stake on establishing work in a large city, in which only few other mission organisations work, and in which there seems good possibilities to establish further contacts.

In 2010 DLM had participants in a children's camp, while LMU supported a local radio with financial resources in 2011 through their mission project and a trip. Two volunteers helped a Christian business leader in the summer of 2011.

From March to June 2011 a family studied language in the country as well as explored for possibilities for future work and partners.

DLM in the New Mission Area towards 2016

- Long term envoys are indispensable – supplemented with short term envoys
- Close cooperation with local Christians
- A locally rooted Lutheran congregation/church
- Safety is an issue for the Christians in the country
- A budget of DKK 1,500,000 in 2016

The management of DLM experience a calling to go to this new mission area and to endeavour to give the gospel to this ethnic group. **As a movement we may prepare ourselves that this is working in a stony soil.** Envoys may be found, who have worked 30 years in the country without experiencing revival. Christians in the country are not able to confess their faith without costs. Few years ago some missionaries were killed in consequence of their faith. This summer a team of evangelists were attacked while witnessing about their faith. Therefore **safety is an issue, when we work in this mission area.** We do not publicly mention envoys and geographical names, where we work – and certainly not in writing.

We must back to an ancient form for sending people out: **the tent maker.** I.e. people, who use their professional skills, and – while working – bear witness of him, who is able to transform people's lives. In this kind of work, and especially in this culture, being patient is important. Both for the organisation sending and for the envoys. Therefore some people are needed, who will dedicate a good period of their lives to live in the country, learn the language, acquire knowledge of the culture and get closely acquainted with the locals. This may be supplemented with short term envoys, but the mainstays in the work must be people, who have the possibility to get closely acquainted with the locals. This is crucial in many cultures, but especially in this one.

We are going to cooperate with local Christians from different denominations. In the new mission area one cannot afford looking closely at the things dividing the church, because they are so few – and under such a pressure – that more things bond than divide. DLM must navigate in this reality. Our goal and wish are to arrange for Lutheran values and teaching to the Christianity. The possibility occurring we will work for a Lutheran congregation in the country. However, first and foremost, we must respect the local Christians and cooperate with them – under the circumstances given.

This is going to be a challenge for DLM. But when God calls we wish to offer ourselves willingly to the job. Then we must leave it to him to give wisdom and inspiration.

Targets towards 2016

- Sending employees in order for them – at the same time as using their professional skills - to be witnesses of Jesus as their saviour and lord with a view to teaching and training locals to a life in accordance with God's word and to strengthening the network between Christians in the country
- 7 envoys in 2016
- Establishing Bible study and training groups in cooperation with local Christians
- Sending out a Danish minister, who may assemble a congregation, which the tent makers will then back up
- Developing focused the concept "The tent maker" with a view to profiling and recruiting people for tent maker work
- Encouraging entrepreneurs to establish local businesses with regard to
 - Tent maker work
 - Job possibilities for local Christians
 - Financial support for other activities in the new mission area
- English teachers as tent makers
- Staying in the country for study purposes. The purpose being to make relationships and to invite locals students to join Bible groups

- Diaconal activities (tangible possibilities have not yet been identified)
- Networking with NOREA as regards developing training programmes in the local language
- Sending locals from Denmark to the new mission area as tent makers (as a fruit of the work among the ethnic group in Denmark)
- Establishing a Lutheran congregationⁱ

ⁱ By congregation is understood a group of Christians, who gather weekly for studies, teaching and administering the sacraments, and for whom it is a natural part of the fellowship to witness about Jesus to others.