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Statement of Purpose

The Global Mission unit of the Evangelical Lutheran Church in America (ELCA) shall provide integrated support of this church's work in other countries and be a means through which other countries engage in mission to this church and society. The constitutional description of this unit appears in continuing resolution 16.12.B10. printed in Section X of this volume.

Report of Work for 2009–2011

In May 2009, Mohamed A. El-Erian, chief executive officer for Pacific Investment Management Company, LLC, gathered his senior staff to discuss trends in the financial services industry and the market to set the company's direction for the next planning cycle. In that meeting, he coined the phrase "the new normal." In this new era, he said:

The banking system will be a shadow of its former self. With regulation more expansive in form and reach, the sector will be de-risked, de-levered, and subject to greater burden sharing. The forces of consolidation and shrinkage will spread beyond banks, impacting a host of

non-bank financial institutions as well as the investment management industry.

The churchwide organization is experiencing this new normal. This new era is defined by several vectors, some of which are familiar, converging to exert their collective force in dynamic new ways. These forces are the economy, identity, plurality, and ecclesiology. Attention to the impact of these forces in our programs and relationships has been a priority in the reorientation of the unit's program for this biennium.

Global Mission understands its work through the two strategic directions of the churchwide organization:

- Accompany congregations as growing centers for evangelical mission.
- Build the capacity of this church for evangelical witness and service in the world to alleviate poverty and to work for justice and peace.

Global Mission's work is also guided by its own strategic priorities:

- *Overarching Outcome:* The capacity of companions to participate in God's mission (proclaim and serve) will be strengthened through mutual accompaniment.
- *Specific Outcome 1:* Emerging or re-emerging communities of faith and churches in crisis will grow in their capacity to be communities in mission.
- *Specific Outcome 2:* Companion churches will be strengthened for mission through their development of strong and effective leaders.
- *Specific Outcome 3:* Companion churches and international partners will be strengthened for mission through their development of effective programs and ministries.
- *Specific Outcome 4:* The capacity of ELCA members, congregations, synods, agencies, institutions, and the churchwide organization to proclaim and serve will be strengthened by receiving the gifts of companions.
- *Specific Outcome 5:* Companions and communities in need will experience an increase in their capacity to achieve sustainable development.
- *Specific Outcome 6:* Companion churches and the ELCA will experience an increase in their capacity to be effective peace-builders and peace-makers.

In this biennium, Global Mission has renewed its commitment to creative engagement with congregations, both through sustained engagement in churchwide campaigns related to HIV and AIDS as well as malaria and in close engagement with congregational leadership teams through "Glocal" (global/local) events. The global work undertaken by Global Mission has long been focused

on the alleviation of poverty and the pursuit of justice. These emphases are evidenced in the multilayered response to malaria as a disease intensified by poverty and Global Mission's long-standing support for the Peace Not Walls campaign. The work now being done by the Mission Formation and Relationships team continually accompanies ELCA congregations with the best practices for global engagement, while the Finance team works to steward the resources entrusted to Global Mission for God's mission.

Diakonia

In 2010, the name of the International Development and Disaster Response section of Global Mission was changed to *Diakonia* (Greek for service) to give expression to the theological foundation for the ELCA's global engagement in justice and service ministries.

Sustainable Development. Gifts to ELCA World Hunger make up about half of the total budget for Global Mission. In recent years, Global Mission has given priority to supporting companion churches and diaconal ministries that combat hunger and poverty, reflecting our Lutheran commitment to holistic ministries of Word and service. Global Mission also engages in sustainable development work with the Lutheran World Federation (LWF) and Lutheran World Relief (LWR). In the 2009–2011 biennium, Global Mission's World Hunger allocation was reduced more than 17 percent, from \$14.6 million to \$12.1 million. Additionally, Global Mission absorbed costs related to supporting effective companion church work responding to HIV and AIDS previously funded by the Stand with Africa campaign.

HIV and AIDS Response. During the 2009–2011 biennium, Global Mission continued and deepened its engagement with companion churches that are responding to HIV and AIDS in their communities. The 2009 Churchwide Assembly pledged that the ELCA would live up to its promise to companion churches: to walk with them as they seek to prevent the transmission of HIV, eliminate stigma, and ensure access to treatment.

While the ELCA supports companion church HIV and AIDS projects in Asia and Latin America, the major focus for ELCA engagement has been in Africa. ELCA support has enabled an AIDS coordinator to work within the 16 member churches of the Lutheran Communion in Southern Africa (LUCSA). Global Mission's implementation of the ELCA HIV and AIDS Strategy also included a 2010 consultation in Peru, where church leaders from Latin America and the Caribbean, the LWF, and the ELCA strengthened the HIV and AIDS strategy in the region. This consultation affirmed that the ELCA's accompaniment of churches in HIV and AIDS ministry is more than the sharing of financial resources; it is mutual learning, stewarding, and sharing of human resources and knowledge, and engagement in LWF regional strategies.

Malaria Response. The 2009 Churchwide Assembly voted to join a wider global movement to "Roll Back Malaria," making malaria an ELCA priority. The effort understands that malaria should be addressed as a disease intensified by poverty. The ELCA is working closely with LUCSA to establish country- and

church-specific programs that are both effective and accountable. Companion churches are incorporating malaria control activities into existing programs for sustainable community development and health (particularly HIV and AIDS, as well as tuberculosis). The goal is to reduce the incidence of malaria among and provide necessary medical care to poor, vulnerable, and hard-to-reach populations. Global Mission is supporting malaria work with companion churches in Nigeria (in cooperation with Global Health Ministries and the Minneapolis Area Synod) and in Tanzania (in cooperation with LWR and the Lutheran Malaria Initiative). Global Mission also engaged in preliminary conversations with Liberia and the Central African Republic in 2010, pending additional funds being raised.

ELCA Disaster Response. Diakonia response to humanitarian crises utilizes "extra-budgetary" gifts to ELCA Disaster Response. International Disaster Response income totaled \$4.9 million in 2009; in 2010, response to the earthquake in Haiti resulted in almost double that amount being raised. The ELCA supports a multi-national, multi-lateral, multi-year response to the earthquake in Haiti, where the ELCA accompanied the Lutheran Church in Haiti in cooperation with the ACT Alliance, Church World Service, LWR, and the LWF. The ELCA also supported the Lutheran Church in Haiti and the LWF as they responded to the serious cholera outbreak in Haiti. In addition, the ELCA provided disaster response in several countries, including Pakistan, Senegal, Indonesia, El Salvador, and Uganda, among others.

Mission Formation and Relationships

Mission Formation is a process of practicing and living out accompaniment, which forms a missional identity through serving the global and local neighbor. The *formation* strategy within Global Mission finds ways to equip ELCA members through events and resources to turn accompaniment from theory to practice. To that end, staff members are engaged in the application and evaluation of emerging models for global engagement. The *relationships* strategy has focused on mapping interconnections between the churchwide organization, congregations, synods, agencies, institutions, and others for the purpose of mobilizing those relationships so this church's engagement in mission is grounded, cohesive, effective, and faithful.

These commitments converge in "Glocal" events to surround all ELCA members engaged in global mission with the missiological vision, method, and best practices of accompaniment so that ELCA members will increase their capacity to proclaim and serve. Events are congregation-based, and each lasts one and a half days. Ten events in seven ELCA regions have been planned for 2011.

In 2009, the *Relationships* team within Mission Formation and Relationships participated in the process toward finalizing the Protocol Agreement for Companion Synod Relationships between the Conference of Bishops and the Global Mission unit. This protocol agreement was intended to summarize foundational principles from the first 20 years of the ELCA Companion Synod

Program, as well as provide a framework for the future of an evolving, dynamic program of global relationships. The relationships team launched the “Global Links” e-newsletter, distributed monthly with highlights of ELCA ministries involving other countries.

By combining *formation* and *relationships* into one strategic focus, the Mission Formation and Relationships team is able to utilize its long-term experience of serving as a “listening post” for the voices of congregations and synods engaged in global mission activities while providing resources for deepening that engagement. Although accompaniment is not a new paradigm in ELCA practice, the Mission Formation and Relationships team seeks systematically to become a place for gathering, synthesizing, and distributing insights for global engagement.

Global Community Regional Reports and Updates

Africa. In April 2010, the Lutheran Church in Liberia (LCL) celebrated its 150th anniversary with a week of festivities that culminated in a grand celebration attended by Liberia’s President Ellen Johnson Sirleaf, the first female head of state in Africa. On behalf of the LCL, President Sirleaf presented gifts of appreciation to all partners in mission, including the ELCA, which with its predecessor bodies has accompanied the LCL during its entire 150 years. Through a vibrant relationship with the Upper Susquehanna Synod, through the engagement of countless Liberian Lutherans now residing in the United States, and though the ongoing commitment of Global Mission staff and personnel, the LCL and the ELCA are learning from one another, side by side, what it means to be part of the global Body of Christ in the 21st century.

Asia. The ELCA has witnessed the Spirit give birth to new and emerging churches in Myanmar, northeast India, Cambodia, and Vietnam. The ELCA developed a strategy to accompany and assist the Asian churches in their own mission outreach, and not to create an unnecessary tangle of mission partnerships by directing these efforts. This approach to mission cooperation signals a dynamic involvement for the ELCA as it finds ways to provide particular gifts and resources that support the ministries of our companions who are at the vanguard of creating initiatives with these new Lutheran churches.

Europe. Although Europe has not been the strategic focus of Global Mission, the ELCA accompanies our European companions in significant ways: through multi-lateral relationships, 22 companion synod relationships, ELCA pastors in international English-language congregations, and 64 ELCA personnel serving in the Young Adults in Global Mission program in Hungary, Slovakia, and the United Kingdom, and as volunteer teachers for church schools in Slovakia and Poland. In the next biennium ecumenical initiatives in accompanying Roma (gypsy) populations will be a strategic priority for Global Mission’s engagement and presence in Europe.

Latin America and the Caribbean. One of the most significant developments in Global Mission efforts with Latin America and the Caribbean was manifested in the Diakonia

section’s contribution in revising the HIV and AIDS regional strategy. This revision was assisted by the team’s participation in a 2010 consultation on the topic held in Lima, Peru. Prior to the consultation, EPES (Popular Education in Health, an ELCA companion in Chile) made a thorough mapping of the work of the Lutheran churches and organizations in the region.

Middle East. The ELCA’s relationships in Lebanon, Egypt, and Palestine remained strong in the midst of regional turmoil. This biennium saw the election of the Rev. Munib A. Younan, bishop of the Evangelical Lutheran Church in Jordan and the Holy Land, as president of the LWF as well as the stirring of grassroots revolutions throughout the region. In 2010, the ELCA was a key partner in the completion of the new Dar al-Kalima College building in Bethlehem, the new home of the first Arabic-speaking Lutheran college in the Middle East. Political turmoil in Egypt drew more attention to ELCA ministries in that country, expressions of our accompaniment of both Protestant and African refugee communities.

Programmatic Highlights

Contingency Planning and Evacuation Procedures. Missionaries and staff participated in table-top security training exercises in both 2009 and 2010. These scenario-based exercises proved valuable in February 2011, when the ELCA evacuated 10 missionaries from Egypt. Global Mission activated its Crisis Response Team to manage the evacuation procedures that successfully and safely relocated the missionaries temporarily to the United States. Coordinated efforts with companions in Egypt, ecumenical and non-governmental organization partners, the U.S. State Department, and congressional offices assisted in the process.

Response from African Churches to ELCA Churchwide Actions. Some African churches expressed deep concern over human sexuality-related decisions made by the 2009 Churchwide Assembly. In accompaniment, Global Mission has been communicating with companion churches the ELCA’s intent to continue to be respectful of local policies and practices in the assignment of mission personnel and the development of shared ministries. The report of the presiding bishop will have more information about conversations between the ELCA and its companions related to this matter.

Evangelical Lutheran Church in Canada Collaboration. Following an invitation from the Evangelical Lutheran Church in Canada (ELCIC), a model for cooperation between our church and the ELCIC in global mission was initiated. Six program areas for collaborative efforts were identified: companion church relations, the companion synods program, mission personnel, giving to restricted accounts, mission communications with ELCIC constituencies, and ELCIC world mission finances. The purpose of the collaboration is for Global Mission to accompany the ELCIC in its global mission engagement and to work in a manner that does not duplicate services but strengthens the mission of both churches.

Young Adults in Global Mission. The Young Adults in Global Mission (YAGM) program welcomed 94 volunteers into service between 2009 and 2011, 50 for the 2009–2010 program

year and 44 in 2010–2011. YAGM volunteers serve in various ministries across seven country/area programs: Argentina/Uruguay, Jerusalem/West Bank, Malaysia, Mexico, Slovakia/Hungary, South Africa, and the United Kingdom. The YAGM program has seen a significant increase in the number of applications during the past two years. Current country programs are at capacity, and staff members are exploring possibilities for program expansion in 2012 to accommodate growth. In 2010, Global Mission began recruitment for two new YAGM country coordinators, one for Malaysia and one for Jerusalem/West Bank. These new country coordinators will begin service in the spring of 2011 under long-term missionary provisions.

International Leadership Development Program. The international leadership development program works in partnership with the ELCA companion churches and institutions to assess and plan for leadership development needs. Scholarships are provided to qualified and promising leaders for both in-country and international study in areas identified by companion churches. During the 2009–2011 biennium, Global Mission awarded 74 scholarships (35 percent to women). In its 23 years, the ELCA has awarded more than 800 international scholarships.

Missionary Statistical Report. Due to budget constraints, this biennium saw a decline in the number of ELCA missionaries. Global Mission recalled five missionary units from service in November 2010. On August 1, 2009, the ELCA had 255 missionaries in service; one year later, the number had declined to 232; on January 1, 2011, there were 214 missionaries in service. Ninety-four of those 214 are in long-term and contract positions; 40 have Global Mission Two-Year status; 36 are volunteers or seminary interns; 44 are Young Adults in Global Mission.

Peace Not Walls: Stand for Justice in the Holy Land

Peace Not Walls (PNW) is the implementing campaign of the ELCA Churchwide Strategy for Engagement in Israel and Palestine. Initiated by the 2005 Churchwide Assembly, PNW has been reaffirmed by both the Church Council and the 2007 and 2009 Churchwide Assemblies. In response to several memorials regarding the campaign, the 2009 Churchwide Assembly referenced and emphasized the commitment to balance articulated in Section II of the Strategy:

Balance. Effective ELCA action will be balanced in terms of its care for all parties in the conflict, but must address forthrightly imbalances of power as they play out in the lives of people in Israel and the Occupied Palestinian Territories.

Accompaniment, Awareness-Building, and Advocacy are the three pillars of PNW. During this biennium, these three elements were exemplified in many ways, including continued support for the Mount of Olives Housing Project and encouragement of ELCA members to receive and study the Kairos Palestine document, “A moment of truth: A word of faith, hope and love from the heart of Palestinian suffering.” Many synodical bishops have utilized PNW resources to frame how

they communicated their experiences during their 2009 pilgrimages to the Holy Land as part of the ELCA Bishops’ Academy. In addition to working on a campaign emphasis to strengthen empathetic identification with Palestinian Christian companions, the PNW team has worked to provide pilgrimage planning resources on the redesigned PNW Web page.

Global Mission Finances

Global Mission has two primary sources of annual funding: Current Fund (primarily sustained by mission support) and the ELCA World Hunger Fund. The ELCA World Hunger fund is supported with revenues generated by ELCA World Hunger, of which nearly three-quarters of the income is allocated to Global Mission.

In FY2009, the total allocation for Global Mission was \$30.5 million (\$15.9 million from the Current Fund; \$14.6 million from ELCA World Hunger). Due to declining income, the allocations were revised mid-year; in FY2009, Global Mission spent \$13.5 million and \$13.6 million from the Current and ELCA World Hunger funds, respectively, for a total expenditure of \$27.1 million (a reduction of 11.2 percent or \$3.4 million from the original allocation).

In FY2010, the total allocation was \$28.6 million (\$14.3 million from the Current Fund; \$14.3 million from ELCA World Hunger, including \$1.16 million in excess World Hunger income from FY2009). Projections for significant reductions in both funds led Global Mission to adjust allocations from the Current Fund to \$12.3 million and the ELCA World Hunger Fund to \$12.9 million, for a total revised expenditure (estimated) of \$25.2 million; this amount is a reduction of 11.9 percent from the original 2010 allocation and 7 percent below actual 2009 levels.

The FY2011 total allocation has been set at \$24.4 million (\$12.3 million from the Current Fund; \$12.1 million from ELCA World Hunger). The total figure is 3.2 percent less than 2010 expenditures. In comparison to the original FY2009 allocation of \$30.5 million, the overall budget for FY2011 is 20 percent less.

This pattern of budget reductions has required efficient and agile budget planning processes within Global Mission. Budgeting decisions involved strategic prioritization of existing programs and projects since reductions would come from three sources: grants, mission personnel, and Chicago-based staff. Global Mission was challenged to find a balance so both the unit and companion churches could remain effective. Most grants to companion churches were deemed critical. The result has been a 27.6 percent reduction in mission personnel assignments (excluding Young Adults in Global Mission, interns, short-term volunteers, and personnel with other organizations). The number of assignments declined from 116 in 2009 to 84 in 2011. The Chicago-based Global Mission staff was reduced by 34.5 percent in the same period, from 43 to 28. Despite these reductions, Global Mission is steady in its vision to carry out the churchwide priority of “building capacity for evangelical witness and service in the world to alleviate poverty and to work for justice and peace.”

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