Rationale for Mission Structures

1. Biblical Background of Mission Structures

The term "Mission Structures" is not found in the Bible. Yet the concept of "Mission Structures" is found in Acts 13 when Antioch Church sent off missionaries Paul and Barnabas by the direct orders of the Holy Spirit, and the Antioch Church willingly obeyed Him. "While they were worshiping the Lord and fasting the Holy Spirit said, 'Set apart for me Barnabas and Saul for the work to which I have called them.' So after they had fasted and prayed, they placed their hands on them and sent them off." (Acts 13:2-3)

At a glance of the whole book of Acts a few characteristics of Mission Structures are found. First of all, the idea of Mission and Missionary sending of/out is of Divine origin. Mission is not just human activity but God's, and the Church's prime ministry ought to be missionary work. Second, so-called mission structures were initiated in the Church by the Holy Spirit. Therefore, mission is based on the Church, the Body of Christ. Third, mission structures first began as a Modality model but gradually became a Sodality model. The missionary band, Paul and Barnabas, sent off by the Church of Antioch did have prayer support from the Church but they were not instructed nor cared for by the Church and they themselves decided the work direction by the guidance of the Holy Spirit. That is, their Mission Structure was so-called a semi-autonomous sodality. And yet they always considered Antioch Church as their sending base. At this juncture we may think of why it became a Sodality model. Effectiveness seems to be a reason. The mission field was far away from the Church. The context was not well exposed to the church, but the missionaries themselves knew how to approach each people group. In the process of missionary work, the missionary team became a Sodality. It was most effective. Fourth, the financial system of the first Mission Structures in the New Testament was faith mission, self-support, tent-making or business as mission as known today.

We have two questions. One is why did God allow persecution to the Christians at Jerusalem? Because the Church of Jerusalem was ignorant of the Lord's Great Commission. They devoted themselves to the Fellowship and domestic evangelism, but were ignorant of the Great Commission. And then, why did God use the Church of Antioch instead of using the Church of Jerusalem in terms of the Great Commission in Acts 1:8? The answer is perhaps the Church of Antioch might have been more mission-minded and more ready than the mother Church of Jerusalem. The following comparisons between the Churches of Antioch and Jerusalem tell us some factors.

Details \ Church	Anthioch Church	Jerusalem Church
Geographical & Cultural Contexts	World City and Diverse Cultures (Acts 11:19)	A Center of Judaic Culture
Community Formation	Jews Diaspora and aliens (Acts 11:19-21)	Jews (Hebraios + Hellenists)
Leadership	5 Leaders: Multi-Nationality (Acts 13:1)	12 Leaders: One Nationality
People Group	Jews & Gentiles (Acts 11:19-20)	Jews
Relief Ministry	Serving Other Communities (Acts 11:27-30)	Serving Same Community (Acts 2:44-45; 4:32)
Great Commission Call	Voluntary Obedience (Acts 13:2-3)	Obedience by Persecution (Acts 8:1, 4)

In conclusion of this section, we see 'Mission Structure' in the book of Acts began as 'Modality' and gradually became semi-autonomous 'Sodality'. God used both 'Modality' and 'Sodality' as His means for world evangelism from the New Testament era.

2. Historical Development of Mission Structures

The missionary passion of the Early Church in the New Testament was fervent as we saw in the book of Acts. After persecution the Christians scattered all over the world and made disciples of Christ and established churches wherever they went. Even under the severe persecution under the power of the Roman Empire, the Christians had lived as missionary models and marched on preaching the Gospel of Jesus Christ.

However, the Church of God has not always been obedient to the Great Commission. And God has given missionary hearts to the people of God in Christian history. For an example, William Carey (1761-1834) wrote a thesis, An Enquiry into the Obligation of Christians to use Means for the Conversion of the Heathens (1792). Four months later after his thesis presentation, the Baptist missionary Society (BMS) was formed and he was sent out to India in June, 1793. When Carey said the phrase "Means for the Conversion of the Heathens", he meant Mission Structures to have been used by God for the Great Commission. Indeed his team was used very effectively. In modern history of Christian mission, the majority of most influencial Mission Structures are sodality mission agencies. To mention a few there are the Baptist Mission Society (BMS), the China Inland Mission (CIM=OMF), the Sudan Interior Mission (now called Serving In Mission=SIM), the Africa Inland Mission (AIM), Wycliffe Bible Translators(WBT), etc in the Global North.

In the Global South, there are hundreds of emerging mission structures today such as COMIBAM in Latin America, Evangelical Mission Society (EMS) in Africa, etc. The Korea World Missions Association (KWMA) has more than one hundred fifty member mission agencies including both denominational and interdenominational mission structures such as Korea International Mission (now transmuted to Global Partners=GP), Global Mission Fellowship (GMF), University Bible Fellowship (UBF) and Campus Ministry International (CMI, graciously separated from UBF), Global Mission Society (GMS), Christian Campus Crusade (CCC), Pauline Mission (PM) etc. Many denominational mission agencies have become sodality structures which are semi-autonomous such as the Global Mission Society (GMS, Presbyterian Hapdong), KMS (Koshin Mission Society), PMS (Presbyterian Mission Society), Korean Baptist Mission Society (KBMS), etc. In Korea's case, the trend is for most denominational missions to become sodalities.

In conclusion of this section we find that Ralph Winter insists in his thesis, "The Two Structures of God's Redemptive Mission," that the most effective way of world evangelism is partnership between the two structures of mission modality and sodality. Therefore these two Mission Structures ought to work together to finish the remaining tasks for His Kingdom and His Glory.

3. Korean Case Studies For Mission Structures

In the case studies of Mission Structures in the Korea World Missions Association among 150 member agencies there are only 15 denominational missions (modalities) of which about 1/3 of them became semi-autonomous mission sodality structures. And the rest of them are also seeking ways to transmute sodality structures. Why? Because sodality structures are more effective than modality structures. For instance, Global Mission Society (GMS) of the missionary arm of the Presbyterian Church of Korea (Hapdong) which has sent over 2100 missionaries to 90 countries, used to be directly under the PCK (Hapdong) headquarters as one of the 24 commissions. Every commission's leadership and its members' term of one year service expires. One cannot expect specialty nor policy continuity in

mission. This kind of mission modality structures of PCK (Hapdong) began in 1907 and discontinued and GMS came into being in 1991.

The Korea World Missions Association has been trying to develop its member mission structures as healthy as possible for 20 years. And the year 2010 is a memorial year of 125 years of the Gospel of Jesus Christ in Korea. In this case study, I would like to share what and how God has been working through and in Korean Churches and mission structures for world mission as follows.

1) Statistics of Korean Missionaries (1980~2009)

<Table 1> Ratio between National Christians and Missionaries

Year	Ratio between Korean Christians and Missionaries
80's	6,250:1 (Missionary 1,600 & Christians 10 Million)
90's	4,669:1 (Missionary 2,570 & Christians 12 M)
June 94	3,636:1 (Missionary 3,300 & Christians 12 M)
1996	2,726:1 (Missionary 4,402 & Christians 12 M)
2008	716:1 (Missionary 19,413 & Christians 13.9 M, 125 Denominations)
2009	680:1 (Missionary 20,840 & Christians 13.9 M of 2008)

<Table 2> Annual Growth Rate of Korean Missionaries

Year	Growth Rate
1979-1996	4,633%
1990-1992	56.6%
1992-1994	27%
1994-1996	34.5%
1996-2008	341%

<Table 3> Number of Countries and Nations Korean Missionaries Serving

Year	Number of Countries
1979	26 Nations
1994	119 Nations
1996	138 Nations
2008	168 Nations
2009	169 Nations
1992-1994	27%
1994-1996	34.5%
1996-2008	341%

<Table 4> Annual Statistics of Korean Mission Movements

Year	Missionaries	Increased	Growth(%)	Agencies	Nations
1974	24	10	10		
1979	93	69	287.5	21	26
1982	323	230	247.3	47	37
1986	511	188	58.2	89	47
1988	1,280	769	150.5	92	72
1990	1,645	365	28.5	74	87
1992	2,576	931	56.6	90	105
1994	3,272	696	27.0	118	119
1996	4,402	1130	34.5	113	138
1998	5,948	1546	35.1	127	145

1999	7,841	1893	31.8	130	156
2000	8,208	367	4.7	136	162
2001	9,514	1306	15.9	136	162
2002	10,646	1132	11.9	166	163
2003	11,614	968	9.1	108	143
2004	12,159	545	4.7	100	13 Regions
2005	13,318(14,086)	1159	9.5	134	13 Regions
2006	14,896(16,616)	1578	11.8	189	173
2007	17,697(18,625)	2801	18.8	254	168
2008	19,413(20,503)	1716	9.7	168	
2009	20,840(22,130)	1427	7.4	256	169

<Table 5.> Major Missionary Sending Churches in the World

No	1	2	3	4	5	6
Country	USA	India	Korea	UK	Canada	Brazil
Missionary	64,084	41,064	20,840	8,164	7,001	5,801

2) Mission Consultation and Missionary Forums

Since 1990, KWMA has held five times of National Consultation on the World Evangelization, once every 4 years. At the same time 5 times of Nationwide Mission Conferences since 1990 for the purpose of revitalizing Korean Churches into the Great Commission Awakening. The 5th NCOWEV will be held on June 30-July 3, 2010 in Seoul, Korea. The main theme of NCOWEV is "Mission Korea, Blessed Korea"(Is 46;9)
Since 2001, KWMA has held 10 times of Annual Missions Leader's Forum of which many issues and trends of mission have been dealt with. And we have Annual Mission Leaders' Forum declaration paper.

3) Training Programs and Continuing Education Programs

KWMA operates 'Missionary Care School'. Two terms (one term consists 8 weeks) a year. It's curriculum includes Missions Administration, Mission Financial system, Missionary Total-care System, Crisis Management Service System. This school opens mainly for mission executives and home office workers. Also we have a combined pre-field Missionary training program and a continuing education program for the home assigned missionaries.

4) Major Supportive Organizations and Movements

a. Korean Missionary Kids Education and Development(KOMKED),
b. AAP, CPM, and Frontier Mission
c. Missionary Counseling Center
d. Mission Research & Development
e. Crisis Management Services (for contingency)
f. Target2030 Movement
g. MT2030 Movement
h. Other necessary supportive organizations

5) Appraisal/Evaluation System for Mission Structues

The following forms of 'Appraisal or Evaluation System for Mission Structures' has been formed after 2 years discussion and finally in 2004 a draft for it was made. The main purpose of this evaluation system is to encourage and make a healthy mission structures. We have been operating this system since 2006.
The following forms are not a complete and perfect evaluation system but we are happy to share what we have and we are ready to receive your corrections and advices for supplementation.

Appraisal Indexes for a Mission Structure

1. General Resume of an Agency

Agency Name		Name of CEO	
Founding Date		CEO's AssumptionDate/ Service Term	Assumption Date : Term of Service:
Number of Personnel	HQs: Total Number (Full-Time: ; Part-time:) Number of Missionaries: Number of Countries: Bona Fide: Associate:		
Agency Address			
Phone		FAX	
Home Page		E-Mail	
OfficeProperty & Fixtures	Office Building (Rented: Owned: Other:) Number of Computer: Number of Personnel for a Computer: Publications: * Please fill the Number of Office Fixtures below: Computer( ), Copier( ), Fax( ), Beam Projector( ), Phone( ), Desk( ), Scanner( ), CD Lighter( ), Vehicle( ), Conference Hall( ), Guest House ( ), others( )		
Main Ministries in the Fields	* Tick Being Applicable To the Below Items: Language Program( ), Church Planting( ), Discipling( ), Bible School( ), Leadership Nurturing( ), Pastoral Training( ), Seminary( ), Sunday School( ), Literature( ), Education(Kindergarten & Institution( ), Medical( ), Relief( ), Computer( ), Teaching( ), Praise( ), Missionary at Large( ), Partnership( ), Counseling( ), Sports( ), BAM( ), Technology & Professional Training ( ), Media( ), NGO( ), Tribes/People Groups( ), R & D( ), the Disables( ), Drug & Healing( ), Administration( ), Bible Translation( ), Illiteracy( ), Missionary Training( ), Diaspora( ), Campus( ), Women( ), Youth( ), Young Adult( )		
Mission Fields	S. Asia( ), S.E. Asia( ), N.E. Asia( ), C. Asia( ), Eurasia( ), E. Europe( ), W. Europe( ), S.E. Africa( ), W.C. Africa( ), N. Africa & M.E( ), L. America( ), N. America/Caribbean( ), S. Pacific( ), Oceania( ), Home Foreign Mission( ).		

2. History of An Agency

Dates	Contents and Details

3. Organizational Structures and Network

4. Assessment System For A Mission Structure

Items	Index Details	Valuation Index							Remarks
1. **System of** **Operation**	1) Major Founding Purpose	1Point=Existence, -1Point=None		E, N					+, -
	2) Ethos	1Point=Existence, -2Point=None		E, N					+, -
	3) Divine Calling	1Point=Existence, -3Point=None		E, N					+, -
	4) Board of Government	1Point=Existence, -4Point=None		E, N					+, -
	5) Frequency of Board Meeting	1Point=1Meeting, 2Points=2Mts, 3Points=3Mts, 4Points=4Mts, 5Points=5Mts Over	1	2	3	4	5		Verification Needed
	6) Participation Level of the Board Meetings	1Point=20% Under Participation 2Points=20%~39% Participation 3Points=40%~59% Participation 4Points=60%~79% Participation 5Points=80% Over Participation	1	2	3	4	5		Same
2. **Personnel** **(Home Office** **Staff)**	1) Staffing Relevancy	1Point=7 Persons Lack/Over 2Points=5-6 Lack/Over 3Points=3-4 Lack/Over 4Points=1-2 Lack/Over 5 = /	1	2	3	4	5		Same
	2) Appropriateness of Staffing Process	1Point= internal Recommendation, 2Points= Recommendation by t Churches or Related Agencies, 3Points=Recommendation by Both Churches and Agencies, 4Points= Partial Public Nomination, 5Points= Public Nomination	1	2	3	4	5		Same
	3) Posting Relevancy of the Staffs	1Point= Free Posting, 2Points= Posting by Talents, 3Points=Posting by Expert, 4Points= Posting by Talents and Expert, 5Points= Posting by Talents, Expert, and Experiences	1	2	3	4	5		Same
	4) Appropriateness of Personnel developments	1Point= Lack of OJT. 2Points= Office Self OJT. 3Points=Domestic OJT Program, 4Points= Overseas OJT Program 5Points=Overseas OJT Program in Korea	1	2	3	4	5		Same
	5) Staff's Managing Competency (20% of staff to each item)	1Point=management Experience, 2Points=Management Experience +a Certificate of Qualification 3Points=Management Experience+A Certificate+ Aacademic degree 4Points=M. Ex+A certificate+academic degree+Field Experience 5Points=M. Ex+A certificate+Degree+Field Ex+Field Language	1	2	3	4	5		Same
	6) Staff's Conflict Management Skills (Care System)	1Point=Lack/None of Care system 2Points=Care System Setting 3Points=care System Setting and Operation 4Points=Care System Setting+ Operation+Effectiveness 50% Under 5Points=Care System Setting+ operation+Effectiveness 50%~100%	1	2	3	4	5		Same

Items	Index Details	Valuation Index							Remarks
3. Financial Policies	1) Financial Planning System	1Point= No Planning System 2Points=Short-Term Planning with 1 Field Among Personnel, Material, Information Resources, 3Points=Short-Term Planning with 2 Fields Among Personnel, Material, Information Resources, 4Points=Short-Term Planning with Personnel, Material, Information Resources 5Points=Semi-Long-Term Planning with Personnel, Material, Information Resources	1	2	3	4	5		Same
	2) Level of Financial Security	1Point= Over 40% Lack Against Financial Planning System 2Points=30%~39% Lack Against Financial Planning System 3Points=20%~29% Lack Against Financial Planning System 4Points=10%~19% Lack Against Financial Planning System 5Points=10% Under Lack~Satisfaction Stage	1	2	3	4	5		Same
	3) Level of Effective Financial Expenditure	1Point= No Curtailment of Expenditure Against Financial Planning 2Points=1-5% Curtailment of Expenditure Against Financial Planning 3Pts=6-10% Curtailment of Expenditure Against Financial Planning 4Pts=11-15% Curtailment of Expenditure Against Financial Planning 5Pts=16-20% Curtailment of Expenditure Against Financial Planning	1	2	3	4	5		Same
	4) Degree of Financial Transparency	1Point=Not Open of the Balancing Accounts 2Points=Partial Inside Open of the Balancing Accounts 3Points=Inside Open of the Balancing Accounts 4Points=Partial Outside Open of the Balancing Accounts 5Points=Outside Open of the Balancing Accounts	1	2	3	4	5		Same
	5) Appropriateness of Mission Fund Raising	1Point=No Fund Raising for the Mission Budget 2Points=10%~19% Fund Raising for the Mission Budget 3Points=20%~29% Fund Raising for the Mission Budget 4Points=30%~39% Fund Raising for the Mission Budget 5Points=40%~50% Fund Raising for the Mission Budget	1	2	3	4	5		Same
	6) Level of Effectiveness of the regular Financial Support	1Pont=Over 4Times Per Month Delaying or Lack of Support 2Points=3 Times Per Month Delaying or Lack of Support 3Points=2 Times Per Month Delaying or Lack of Support 4Points=1 Time Per Month Delaying or Lack of Support 5Points=In-Time Support as Planned Budget	1	2	3	4	5		Same
	7) Welfare System for Missionaries and the Staff	1Point=None 2Points=1-5% of the Support Rate 3Points=6-10% of the Support Rate 4Points=Over 11% of the Support Rate 5Points=Separate Fund for the Personnel Welfare	1	2	3	4	5		Same

Items	Index Details	Valuation Index						Remarks
4. Ministries A.. Direct Ministries	1) Ministry Planning	1Point=None 2points=Among Ministry Plan, Promotion Plan, Evaluation Plan, Stressing weight to only 1 item 3Points=Among Ministry Plan, Promotion Plan, Evaluation Plan, Stressing weight to 2 items 4Points=Embracing Ministry Plan, Promotion Plan, Evaluation Plan 5Points=Embracing Ministry Plan, Promotion Plan, Evaluation Plan, Time, and Other necessary items	1	2	3	4	5	Including all Ministries like Recruiting,, Education, Training, Sending, Supporting Missionaries
	2) Application of Planned Ministries	1Point=No Application 2Points=Application to Stress Weight to 1 item 3Points=Application to Stress Weight to 2 items 4Points=Embracing Application to 3 items 5Points=Embracing application to 3 items, Time, and Other necessary Items	1	2	3	4	5	
	3) Productivity/ Effectiveness of Accountable Ministries	1Point=Under 60% Transaction of Accountable Ministries 2Points=60%-69% Transaction of accountable Ministries 3points=70%-79% Transaction of accountable Ministries 4points=80%-89% Transaction of accountable Ministries 5points=90% Above Transaction of accountable Ministries	1	2	3	4	5	
	4) Outcome of Ministries	1Point=Under 60% Achieved one's Goals/Objectives 2Points=60%-69% Achieved one's Goals/Objectives 3Points=70%-79% Achieved one's Goals/Objectives 4Points=80%-89% Achieved one's Goals/Objectives 5Points=90% Above Achieved one's Goals/ Objectives	1	2	3	4	5	
	5) Effectiveness of Support and Care for Missionaries	1Point=Under 60% Transaction of Planned Support/ Care system 2Points=60%-69% Transaction of Planned Support/ Care system 3Points=70%-79% Transaction of Planned Support/ Care system 4Points=80%-89% Transaction of Planned Support/ Care system 5Points=90% above Transaction of Planned Support/ Care system	1	2	3	4	5	Missionary Total-Care System
	6) Ministry Selection and Concentration on Conforming with Agency's Purposes and Goals	1Point=Under 60% Achieved the goals 2Points=60%-69% Achieved the goals 3Points=70%-79% Achieved the goals 4Points=80%-89% Achieved the goals 5Points=90% Over Achieved the goals	1	2	3	4	5	Such as Ministry of Area/People groups
4. Ministries B. Network Ministry	1) Network System of the Supporters/ Churches	1Point=Prayer Network 2Points=Prayer Network+Information Joint 3Points=Prayer Network+Information Joint+Visiting 4Points=Prayer Network+Information Joint+Visiting+Human Resources Network 5Points=Prayer Network+Information Joint+Visiting+Human Resources Network+Mission Conference/Meetings Participation	1	2	3	4	5	Network System & Scheduled

Items	Index Details	Valuation Index							Remarks
4. Ministries B. Network Ministry	2) Network System with Other Agencies	1Point=None 2Points=Ministry Connection 3points=Ministry Connection+Meetings Participation 4Points=Ministry Connection+Joint Meetings+Holding Joint Conferences 5Points=Ministry Connection+Joint Meetings+Holding Joint Conference+Sharing Mission Information	1	2	3	4	5		
	3) Network System with the Mission fields	1Point=None 2Points=Care Network 3Points=Care Network+Field Visiiting of Executives and Supporters 4Points=Care Network+Field Visiiting of Executives and Supporters+Accountable Field Office 5Points=Care Network+Field Visiiting of Executives and Supporters+ Accountable Field Office+Mission Partnership	1	2	3	4	5		
5. Mission R & D.	1) Ministry Data Filing System	1Point=None 2Points=Ministry Data Collecting 3Points=Ministry Data Collecting and Filing 4Points=Ministry Data Files Sharing 5Points=Ministry Data files usage	1	2	3	4	5		
	2) Mission R&D Sharing	1Point=Prayer Letter 2Points=Prayer Letter+Internet Letters 3Points=Prayer Letter+Internet+Mission R&D Publication 4Points=Prayer Letter+Internet+Mission R&D Publication+Home Sharing 5points=Prayer Letters+Internet+Mission R&D Publication+Home and Abroad Sharing	1	2	3	4	5		
	3) Mission R&D Budgets	1Point=None 2points=1-5% of Home Budgets 3points=6-10% Home Budgets 4points=11% Above of Home Budgets 5Points=Separate Fund System for R&D Budgets	1	2	3	4	5		
	4) R&D for Field Contexts	1point=Field Religions 2points=Field Religions+Culture (Language+History) 3Points=Field Religions+Culture (Language+History)+Politics and Constitutions/by-Laws 4points=Field Religions+Culture (Language+History)+Politics and Constitution/by-Laws+Economic Power 5Points=Field Religions+Culture (Language+History)+Politics and Constitution/by-Laws+Economic Power+Other Mission Groups and Partnerships	1	2	3	4	5		
	5) Education/Training System	1point=Missionary Candidates 2Points=Missionary Candidates+Interesting Groups 3Points=Candidates+Interesting Groups+Home Staff 4Points=Candidates+Interesting Groups+Home Staff+Continuing Education Program 5Points=Candidates+Interesting Groups+Home Staff+Continuing Education Program+MKs	1	2	3	4	5		Training Center Setting: +2 Points

Items	Index Details	Valuation Index						Remarks
6. Contingency System	1) Sudden Supporters Change	1Point=Support Discontinues 2Points=Handling Skills when Supports' 5% Cut against Last Budget 3points=Handling Skills when Supporters' 5%-10% Cut 4Points=Handling Skills in-case-of 10% -15% Cut 5Points=Support as usual or Increased	1	2	3	4	5	
	2) Exchange Rate Crisis Management	1Point=None 2Points=Handling System of 10% Exchange Rate Up 3Points=Handling System of 10%-15% Rate Up 4Points=Handling System of 15%-20% Rate Up 5Points=Handling System of 20% above Rate up	1	2	3	4	5	
	3) Field Crisis Management System	1Point=None 2Points=CM Service Plan 3Points=CM Service Plan+CM Training for Home Staff 4Points=CM Service Plan+CM Training for Home Staff & Filed 5Points=CM Service Plan+CM Training for Home Staff & Filed+CM Efficiency	1	2	3	4	5	