



**NMS' summer festival
and general assembly**
Stjørdal, 29. June - 02. July 2023



ERADICATING
POVERTY



SHARING THE
FAITH IN JESUS



FIGHTING
INJUSTICE



PRESENTATION TO
TO THE NORWEGIAN MISSION SOCIETY'S
61. ORDINARY GENERAL ASSEMBLY

CONTENTS

ITEM 1 GF 2023: CONSTITUTION	5
ITEM 2 GF 2023: CONVOCATION AND AGENDA	6
ITEM 3 GF 2023: NEGOTIATION REGULATIONS	6
ITEM 4 GF 2023: NATIONAL BOARD'S SIX-YEAR REPORT	8
ITEM 5 GF 2023: REPORT FROM THE PROTOCOL COMMITTEE	32
ITEM 6 GF 2023: FOUNDATIONAL RULES AND STATUTES	33
ITEM 7 GF 2023: STRATEGIC PLAN 2024-2030	46
ITEM 8 GF 2023: ELECTIONS	49

ADDRESS FOR THE GENERAL ASSEMBLY 2023
Scandic Hell Hotel in Stjørdal, Sandfærhus 22, 7570 Hell

Dear participant in NMS' summer festival and general assembly

With joy!

Welcome to the summer festival and general assembly! "With joy!" we come together in various events. "With joy" we get to know fellowship and stand together for Jesus' mission, for God's mission. Just being able to meet creates joy.

And so much we have to enjoy together:

- mission friends take voluntary responsibility in associations, in congregations, in thrift stores, at camps, assignments around the world, on boards and at numerous events.
- new people get to know Jesus and get both a dignified life and lasting hope.
- people get their lives changed for the better so that both injustice and poverty are reduced.
- people get to use their talents in the larger community for the benefit of their fellow human beings.
- new missionary commitment is created among new groups, not least through exchange programs for young people and young adults.
- good candidates apply for service when we advertise vacancies both locally and globally.
- people share, also financially, so that income and expenses balance.
- NMS builds important networks where knowledge is shared, where young people get education that they can use in their own church, where people get inspiration and believe that they can make a difference where they live.
- NMS has fantastic partners with whom we get to stand together and we can enjoy to supporting each other.

At the general assembly, we will meet a generous and hospitable Trøndelag team that wants to share both local patriotism and a worldwide commitment. You will get to meet volunteers and employees who are passionate about God's kingdom, you will get to meet managers and representatives of close to 20 partners from all over the world. We have invited a manager from each of our collaboration partners who will help to make a mark on the assembly.

The prophet Isaiah says on God's behalf (Is. 55:12):

You will go out in joy
and be led forth in peace;
the mountains and hills
will burst into song before you,
and all the trees of the field
will clap their hands.

With joy we come together for the general assembly. With joy we go to each of our places after the festive days with renewed worldwide commitment. But first: Welcome!

Bjørg Tysdal Moe
Leader of the National Board

Helge S. Gaard
General Secretary

CONSTITUTION

Case information:

The general assembly shall constitute itself by electing moderators, official reporters, editorial committee and counting corps.

The following people have been asked and have agreed to the following roles:

Moderators:

Principal moderator: Anders Emil Kaldhol
Co-moderator: Jonas Skrettingland and Turid T. Haaland

Editorial committee:

Eivind Hauglid and Ole Andreas Husøy

Official reporters:

Møyfrid Lunde, John Steinar Dale and Ole Johnny Møyholm

Counting Corps:

Proposals for candidates are presented at the general meeting.

Proposed resolution:

1. The proposed candidates are elected as moderators for the 2023 general assembly.
2. The proposed candidates are elected as editorial committee for the 2023 general assembly.
3. The proposed candidates are elected as official reporters for the 2023 general assembly.
4. The proposed candidates are selected as counting corps for the 2023 general assembly.

ITEM 2 GA 2023

CONVOCAATION AND AGENDA

Item information:

Paying members of the NMS and NMSU, NMS mission associations, cooperative congregations, NMSU national board, thrift shops, the Employees' Association as well as Norwegian and foreign cooperative churches/organizations are invited/summoned to participate in the NMS 61st general assembly 29 June-2 July 2023. (Cf. Foundational Rules § 5 and § 3 of the statutes).

According to NMS statute §1, it is stated that before the National Board draws up a convocation, a deadline is published for individual members and regional boards to come up with proposals for matters that they wish to be dealt with at the general assembly.

The deadline for reporting items was made known to the area committees in the Northern region and the regional boards in an attachment to an e-mail sent out in April 2022. The deadline was published in May 2022 on nms.no, as well as sent by SMS to individual members of NMS.

By the deadline of 30/09/2022, there were no submissions on matters that would like to be dealt with during the NMS General Assembly 2023.

Proposed resolution:

1. The general assembly approves the convocation.
2. The general assembly approves the agenda.

ITEM 3 GA 2023

NEGOTIATION REGULATIONS

Item information:

The National Board presents the attached proposal for the negotiation regulations for the NMS' General Assembly 2023.

Proposed resolution:

The General Assembly approves the proposal for negotiation regulations for the NMS' General Assembly 2023.

APPENDIX TO ITEM 3

PROPOSAL FOR NEGOTIATION REGULATIONS FOR NMS' GENERAL ASSEMBLY 2023

1. SPEAKER LIST

Those who wish to speak register with the moderator by showing their delegate number, and will be given the floor in the order in which they have registered. You will be given the opportunity for 2 rejoinders of up to 30 seconds as well as one reply. Proposers may be given priority on the list of speakers.

2. SPEAKING TIME

The longest speaking time is 3 minutes. Limitations to speaking time are adopted by the general assembly following a proposal from the moderators. When presenting the various items on the agenda, the usual time limit does not apply.

3. AGENDA SUBMISSIONS

Points of order to the agenda are taken independently of the list of speakers.

Proposals to limit the number of speakers, proposals to end the debate and proposals to end the list of speakers must be voted on at once, without debate.

Other procedural issues are decided by the moderators. If someone opposes the decision made by the moderators on such a question, the floor can be given to a speaker for and a speaker against the moderators' decision, before the question is put to a vote.

4. PROPOSALS

Proposals of changes to the national board's recommendations must be submitted in writing, with the proposer's name and delegate number. The general assembly appoints an editorial committee according to the national board's suggestion, which coordinates and edits the received proposals before voting.

5. VOTING

Voting takes place by a show of hands with delegate numbers. A change in the foundational rules requires a 2/3 majority of the votes cast to be adopted. Decisions in other matters are made by a simple majority of the votes cast. (Cf. NMS' foundational rules § 10).

6. COUNTING CORPS

The general assembly appoints the counting corps, each with its own leader, according to the suggestion from the national board.

7. ELECTIONS

All elections must be done in writing. In the case of written elections, blank votes are counted as votes cast. Ties during elections are decided by drawing lots.

Further proposals for candidates for the elections must be submitted in writing to the election committee by Thursday 29 June at 2 p.m.

THE NATIONAL BOARD'S SIX-YEAR REPORT 2018-2023

Item information:

Since the general assembly in Ålesund was cancelled in 2020, the National Board has this time produced a report for the entire period from 2018 to 2023.

The first part of the report is based on the report that was created as a 3-year report until 2020, but it has been updated for the entire period. The report has been prepared based on the Strategic Plan for 2018-2023.

The Covid-19 pandemic placed restrictions on both travel and how many people could gather. This affected the work from 2020-2022 both locally and globally. Based on how the world situation set new frameworks and the experiences we gained through the worldwide shut-down, the National Board found it necessary to adjust Strategy 2018-2023 with some "Strategic priorities 2022-23". There is feedback on this which is explicitly stated in chapter 10.2.

A few paragraphs have been included to shed light on the time when we were hit by a pandemic and the country/ world was more or less closed down. A section has also been added about the restructuring of NMS which was implemented in mid-August 2021.

It is with joy that we present a comprehensive six-year report to the general assembly. This testifies to great activity and a great commitment to both God's mission and to NMS as a tool in the great missionary mission.

Proposed resolution:

The general assembly takes note of the national board's six-year report.

Incumbent national board:

- Björg Tysdal Moe (chair)
- Per Ørjan Aaslid (deputy chair)
- Karen Margrete Eikenes Mestad (member)
- Greta Gravås Aarthun (member)
- Anne Therese Hognestad Seppola (member)
- Ragnhild Eikeland Floberg (member)
- Evy Torunn Nyvoll (employee representative)
- Guro Haave Reknes (NMSU representative)
- Ole Harald Neergård (1st deputy member, meets regularly)

NMS' SIX-YEAR REPORT 2018-2023

NMS has collaborative partners in:



Content

1	INTRODUCTION	11
2	WHAT WE WANT	11
3	WHICH TASKS WE WANT TO SOLVE	11
3.1	Share the gospel	11
3.2	Develop churches	11
3.3	Develop leaders	12
3.4	Build sustainable organizations	12
3.5	Develop local communities	12
3.6	Promote justice	13
3.7	Meet migration	13
3.8	Promote dialogue	13
4	HOW WE WORK	13
4.1	Partnership	14
4.2	Voluntary work	14
4.3	NMS Recycling	15
4.4	Use Your Talents	16
4.5	Participation	16
4.6	NMSU	16
5	OUR CONSISTENT THEMES	17
5.1	Gender roles and equality	17
5.2	Climate threats and environmental protection	17
5.3	Conflict awareness	17
5.4	Use Your Talents	18
6	WHO WE COOPERATE WITH	18
7	WHAT WE NEED TO SUCCEED	18
7.1	Passion and interest	18
7.2	Mission competence	19
7.3	Foundraising, new income and information	19
7.4	Arenas for committed people	20
7.5	Cooperation with the church of Norway (Dnk)	20
7.6	Mutual cooperation between NMSU and NMS	20
7.7	Active personell work	20
7.8	Responsible financial management	21
7.9	Good property management	21
7.10	Conference centres	21
8	WHERE WE WORK	22
9	EXTRAORDINARY EVENTS/MEASURES	23
9.1	Pandemic	23
9.2	Reorganization - departments and teamwork	23
10	WHAT HAVE WE ACHIEVED	24
10.1	Target achievement in relation to strategic plan 2017-2023	24
10.2	Goal achievement strategic priorities 2022-2023	26
11	OUTLOOK	30

NMS SIX-YEAR REPORT 2018-2023

1. INTRODUCTION

The strategy plan "A living church over the whole world" was adopted at the general assembly in Stavanger in 2017 for six years. Normally, the national board should have presented a three-year report at the general assembly in Ålesund in 2020. Due to covid-19 restrictions in society, the event was cancelled, and instead the national board will present a six-year report to the general assembly in 2023. The six-year report aims to report on measures mentioned in the strategic plan 2017-23. In addition, it reports on "strategic priorities 2022-23" which were adopted by the national board on 03/09/2021, after consultation in the organisation. Chapter 10.1 responds to the strategic plan, while 10.2 reports on the strategic priorities for 2022-23.

NMSU is affiliated with NMS and is NMS's children and youth work. NMSU is an independent organization with its own general assembly. It is NMS that contributes most of the financial resources for which NMSU is run. NMS and NMSU coordinate their activities for different age groups. NMS has asked NMSU to submit a chapter (4.6) about its activities to highlight coherence and integrity.

2. WHAT WE WANT

What NMS wants is expressed in three main objectives:

Together we want to:

- Share our faith in Jesus
- Eradicate poverty
- Fight injustice

This constitutes what we call our main objectives in NMS, and is primarily linked to the work that takes place in NMS Global. At the same time, this requires good interaction with the other departments in NMS.

3. WHICH TASKS WE WANT TO SOLVE

NMS has task solving as a strategic focus in its work. The tasks are defined in collaboration with our partners. As a result of a dialogue, a project application is drawn

up, which is assessed based on the existing strategic guidelines and the annual financial framework conditions given by the national board (LS). The project period can last from one to three years while at the same time there are some support schemes that are more long-term, for example for educational institutions and institutions.

3.1 SHARE THE GOSPEL

Together with its partners, NMS helps to share the gospel in word and deed to new people and new groups. Examples of this are evangelization and the building of new fellowships in several countries, be it in Europe, where Christianity is in decline, or in areas and countries where Christianity is little known.

3.2 DEVELOP CHURCHES

Through NMS, arrangements are made for the gospel of Jesus to be preached to new people and groups. Christians are equipped and challenged to share the gospel further. Congregations are challenged to reflect on what a congregation is, what mission it has and what gives growth. The goal is missionary congregations that boldly live and share the gospel. A new project has been launched together with the Stavanger church joint council and the Stavanger diocese: U-church in Stavanger. A student congregation has also been started in Lyon in France.

NMS has been challenged to take the "Messy church" concept to Norway. This is a worship service that emphasizes hospitality and creative Bible work for all age groups. Research from the Netherlands and England shows that Messy church reaches many who do not belong to a worship community. NMS has arranged for NMSU and Sunday School Norway to enter into an agreement to test Messy church in Norway in the spring of 2023.

During the period, there has been a particular focus on parish diaconia. NMS works based on the principle of charity and that everyone should have a dignified life. It is desirable to take as a starting point experiences from churches where they use "Use Your Talents" as an approach.

Congregations become important elements in the local community by making use of spiritual, human and relational resources in the congregation and the local community. There is a growing demand to use "Use Your Talents" (UYT) both from partners and congregations in Norway.

People are led to faith and baptism. In FLM (the Lutheran Church in Madagascar), an average of two to three new congregations are planted each week. Congregations equip and send out lay people. Through the training of lay people in Thailand, active work is being done to further develop church work. Support is given to Bible schools in several countries. They are important tools for congregations to equip for evangelization work. In Japan, for example, there has been a seminar on missionary thinking and lifestyle.

3.3 DEVELOP LEADERS

NMS emphasizes relational management and collaboration through participatory and open processes. NMS supports local leadership development programmes. Four leadership values have been drawn up: Spiritual leadership, competent leadership, clear leadership and visionary leadership. These values have been a consistent theme at management meetings for all managers in NMS in the first part of the period. The work is to strengthen the administrative capacity and financial independence of our partners. Management development focuses on the management of personnel, property and finances. Agreements have been concluded with partners on the reduction of general framework grants in favour of project support for a limited period. Combating corruption is a priority area of focus. This resulted in a large international conference in October 2019, where all our partners were invited to participate. The conference helped put the topic of corruption high on the agenda, both with partners and in NMS. Many churches are important social actors for positive change, but need a stronger organizational structure to be able to strengthen their role in civil society.

3.4 BUILD SUSTAINABLE ORGANIZATIONS

NMS is well underway in establishing networks within theological education. NMS does this in collaboration with VID. Arrangements are being made for

several teacher exchanges between the partner institutions. For many years, NMS has supported doctoral education for theologians. These are invited into an exchange network between various collaborative institutions. A professor of practical theology from a cooperating church can, for example, be a resource in the same discipline at another cooperating church. This type of exchange will be a good use of expertise that NMS has contributed to. This lays the foundation for new forms of collaboration and networks. A collaboration has been established with VID on master's education and doctoral studies in both theology and diaconia. During the period, VID has quality-assured its own operations and is working to gain university status in Norway, which will also give greater weight to lift other collaboration partners in VID's network.

Through organizational and leadership development programmes, the capacity of organizations is changed. Ownership of one's own organization has been strengthened, and planning has become more long-term. There is a focus on economic sustainability and independence. Efforts have been made to phase out direct support for administration. Focus on fundraising has yielded results. For example, Amity in China is 95% self-funded, in contrast to the situation ten years ago when they were 5% self-funded.

3.5 DEVELOP LOCAL COMMUNITIES

In Africa, there is growing interest in collaborating with the authorities on poverty alleviation and social development in general. The churches are seen as a resource. Cooperation with local and national authorities has been the subject of several seminars. In Asia, there is greater scepticism about church work and strong tendencies for voluntary organizations to be given stricter conditions. There have been several seminars on entrepreneurship and starting small businesses where entrepreneurs meet and share their experiences. Poverty alleviation takes place through the development of local communities, the use of talents and the sustainable stewardship of creation. The focus is quality of life for everyone.

In the UN's strategic goals, it is stated that the development goals apply to everyone, including the most vulnerable groups. This fits well with NMS's self-understanding. Efforts are made to master daily life and strengthen people's self-worth. Integrated village development is being worked on in several places. It is challenging to be involved in creating lasting results so that the work continues when the project funds run out. The aim is to make greater use of local resources so that new ventures do not require external funds, and there are many examples of increased living standards through local community development.

3.6 PROMOTE JUSTICE

Most of the work with minorities, vulnerable groups and poverty alleviation is rights-based, for example language work and Bible translation for linguistic minorities, rights work for discriminated religious minorities as well as capacity building and cultural work for young people from ethnic minorities. The common denominator is culturally sensitive mission work. Examples are the new translation of the New Testament into Gumuz, a project in Pakistan focusing on the misuse of the blasphemy clause, and music exchange starting with minority youth in Ethiopia.

In Madagascar, NMS is responsible for a project where the visually impaired and hearing impaired are included in ordinary schools in their local environment where ever possible. This is done in collaboration with other organizations and with the authorities. NMS has kept the focus on women's rights and carries out attitude-building work together with its partners. For a long period, NMS has worked to strengthen women's rights in Ethiopia. In connection with the awarding of the Nobel Peace Prize to Ethiopia's Prime Minister, it has been pointed out that women have gained increased rights and greater visibility in society. NMS's work with women's rights in Ethiopia has received good publicity. NMS has initiated a transversal project which helps to combat gender-based violence and sexual abuse based on the biblical story of Tamar.

3.7 MEET MIGRATION

NMS has built expertise in terms of migration in Norway, and has initiated projects that focus on migration with partners. This work takes place in

collaboration with organizations that have special expertise in the area. In Norway, NMS collaborates with Christian Intercultural Work (KIA).

Work is being done to create a network with the international congregations that NMS has helped to start. During the period, there was also a cooperation agreement with the Church of Norway (Dnk) and KIA. Several advisers in NMS have given contributions on migration at a webinar organized by Dnk.

NMS, in collaboration with Dnk, has been involved in initiating international congregations in several large cities. During the pandemic, fewer foreign students and workers came to Norway. Several of these congregations have noticed this well. NMS makes arrangements for leaders from these congregations to gather and exchange experiences, and has been an important player in bridge-building work. A good example is the new cooperation agreement between NMS, Oslo International Church (OiC) and the Oslo Diocesan Council, which has laid the foundation for a cooperative council to develop the work. OiC also has a cooperation agreement with a local Dnk congregation where they gather.

3.8 PROMOTE DIALOGUE

There has been work on conflict and dialogue as a separate subject area. One of the projects is called *Conflict Awareness* and is an experience-based collaborative project between several partner churches in Africa. NMS continues training in "Do no harm" (see chapter 5.3). Here, too, there is transversal collaboration with several partners in Africa, where the goal is peace and conflict prevention. NMS contributes to increased expertise on religious dialogue through various scholarship schemes. Northern Cameroon has experience with Muslims and Christians living in the same areas. Resources for such work can be obtained from there.

4. HOW WE WORK

During the period, NMS has focused on understanding how to run mission work. When the world changes, the working methods in mission work must also change. It is no longer just NMS that sends. The partner churches send their emissaries,

sometimes in collaboration with NMS, other times with other partners. The capacity and expertise of the partners has changed so that the missionary needs are different than before. The missionary role has changed. The work is carried out to a greater extent through various networks that criss-cross through different countries and with different partners. Routines have been developed for closer contact between different sections that have employees in different regions and countries. The follow-up work is increasingly carried out and made possible via digital media platforms such as Skype, Zoom and Teams. There is a desire to connect mission work in Norway better with foreign partners, for example when it comes to experiences from church planting. During this period, NMS has set up professional teams which, across sections and departments, will look after and develop the professional competence in the organization and the transfer of such competence between partners.

4.1 PARTNERSHIP

NMS currently collaborates with independent partners who are responsible for their own strategies, their own finances and their own employees. The collaboration takes place in the form of projects where there are overlapping interests. NMS is mainly not operational in the sense that we run our own projects, but collaborate with partners. There has been an increase in projects that go between several partners in several countries. NMS's partners collaborate more and more with each other. The missionaries mostly have an advisory role in the projects. Much of the competence building NMS has contributed to means that competence is found locally. Work is underway on new models for teams made up of different professionals, including some NMS employees in each team. The new organizational structure in NMS, with less permanent presence abroad, forces clearer framework conditions in the form of clear and predictable partner agreements.

4.2 VOLUNTARY WORK

During the period, we have made a targeted investment in voluntary work. NMS exists so that volunteers can live out their mission commitment. The number of employees has both decreased and somewhat increased again during the period. But regardless

of the number of employees, NMS will continue to draw more volunteers into the work. Several former missionaries work as volunteers with partners. These have a commitment in relation to specific activities for an agreed period.

After the restructuring in 2021, a completely new Voluntary department was established in NMS, which was mainly to bring together all employees who worked towards the Church of Norway and the regions. In addition to regional coordinators and mission consultants, the department consists of advisers for "Use Your Talents" (UYT), Migration, Congregational Development, Volunteering and Small Fellowships. A separate section in the Voluntary department has been started called International exchange. In this section are the exchange work UCREW, the Connect work, Greed-buster and Young Leadership. In addition to volunteers on contract, there are several volunteers in all regions who contribute in different ways. Many contribute through work on area committees (OU), regional boards (RS), mission and Christmas fairs, preaching, in mission dissemination teams, and volunteers who follow up congregations with a mission agreement.

The fact that the manager of the Voluntary department sits in the management meeting (LM) has led to a shorter path between voluntary work and management. The previous role as volunteer coordinator did not have direct contact with the regional board leaders, and that made the work of coordinating the voluntary work challenging. In the new structure, there is not a separate volunteering coordinator, but a manager in the Voluntary department who coordinates the work by leading the employees and meeting the regional board chairs regularly. This is seen as logical and as a big step in the right direction to be able to coordinate the work with volunteers and employees in NMS.

In the autumn of 2021, the following goals were drawn up for the next five years, based on the input that the regions gave on the evaluation report from the Centre for Intercultural Communication (SIK) in winter 2020:

Create, strengthen and develop mission commitment in people so that it becomes a living church all over the world.

- Growth in small communities and missionary associations
- Create arenas for young adults who come from Global Exchange
- Increased mission commitment at congregations in Dnk with NMS mission agreement
- Increased NMS use of camps and conference centres

A calculation was made with the percentage distribution of necessary resources in each region. Distribution was made based on several criteria, such as scope of work in the region, number of donors, members etc. This led to there being at least two employees in all regions. The support to the dioceses that was "saved" by the fact that from 2020 the Norwegian Church finances its mission advisers itself, was used to recruit new regional employees in Trøndelag, Møre and in the South.

The "VID/SIK report" (2020) pointed out that NMS should have a bottom-up focus to a greater extent. This has, among other things, led to a new arrangement where volunteers can apply for project funds to build and create something new in the regions, which should eventually lead to greater mission involvement. The scheme will be launched from the Voluntary department in February 2023. In addition, an initiative by a volunteer in NMS has led to a team of employees and volunteers in NMS working together to prepare new resources for Epiphany in January 2023. The Volunteering Award has also been an important annual celebration that NMS is a grassroots organisation. Without volunteers' commitment locally, NMS would not be able to carry out its work in a worldwide context. We want to highlight this through such an award ceremony.

Efforts are being made continuously to incorporate a new and sustainable way of working in the Voluntary department. There are more needs in each region than employees can meet. With only two employees in each region, the main task is to recruit and train volunteers to follow up

congregations and missionary associations. The transition from executive work to equipping work is demanding. It takes time to recruit and train new volunteers, and it is difficult to prioritize this when the current tasks are waiting. At the same time, we believe this is the way forward to be able to engage even more people in Norway for mission.

4.3 NMS RECYCLING

NMS Recycling is one of the most important arenas where volunteers can show their commitment to NMS. It is impressive work that is carried out in our 52 stores and at the Knausen light foundry. Recycling has increased in the period despite the pandemic. Both the number of stores, turnover and profit have increased. NMS Recycling has shown that they are adaptable and flexible shops. NMS Recycling has always had many committed volunteers. Before the pandemic, we had 2,500 committed employees. In September 2022, the figure was 2,200. Recycling is constantly in need of new volunteers who want to join existing stores and who can start new ones. Despite the pandemic, NMS Recycling has made a significant contribution to the finances of the organisation, but the shops are also important meeting places and show local commitment to mission.

NMS Recycling is based on the fact that it is those who run the store locally (the board and store manager) who know what is good for the individual store, and who can therefore make good decisions for their store. Employees are involved where there is a need. It is important to create a good cooperation between local knowledge and the competence found among the employees, because in this way they can become stores that promote volunteering and that give a good return.

After the reorganisation, NMS Recycling is a separate department and the general manager sits in the management meeting for NMS. This provides a shorter route from the volunteers to the management of NMS. In addition, Recycling has its own board with a mandate from the national board. This board works purposefully to ensure good operation of NMS Recycling. The stores

are represented by two representatives, LS appoints four representatives and the employees are represented.

In 2022, the year of volunteering was highlighted in NMS, and there were many good events to show that the shops are a great arena for volunteering. Again, we saw that we have committed volunteers in the shops who will create good meeting places, make a difference to the environment and generate income for NMS.

4.4 USE YOUR TALENTS

In NMS, it has been decided that "Use Your Talents" will be a working method throughout NMS. "Use Your Talents" gives us the perspective to see the possibilities and helps us to use everything we have here and now both with ourselves and with our partners. We use what is available locally in terms of talent and resources. This creates an active approach and teamwork. Efforts are being made to transfer experience from Africa and Asia to Norwegian conditions where the "Use Your Talents" approach can inspire and motivate. The topics you want to focus on will be different in Norway and Africa, but we see that something can have transferable value. In Asia, it is mostly about belonging to a community and preventing loneliness, while in Africa there has been more focus on material development. Through an innovation -project supported by Norad, it is possible for NMS to arrange seminars with a focus on experience sharing together with several Norwegian mission organizations and their partners in several countries. In Africa there is one network for French-speaking Africa and one for English-speaking Africa. Thematic headlines in recent years have been:

- Cooperation with local authorities
- Use of talents in the family and in Sunday school
- Entrepreneurship
- New farming methods and new products for own production and for sale

There is also a focus on establishing teaching modules at colleges and theological seminars in collaboration with VID.

"Use Your Talents" as a working method has been elevated to one of four consistent themes.

4.5 PARTICIPATION

During the period, we have carried out several major processes to implement a new organizational structure where many have had their work tasks redefined. In the first quarter of 2020, the National Board carried out a review of the reorganization that took place in 2015/16 with external help. See chapter 9.2 "Reorganisation - departments and working in teams" about the structural changes made in 2021.

The driving force in the processes has partly been to take over the changes taking place in and around NMS, its mission understanding and to find a functional structure. The National Board has also tried to balance the economy by making NMS less dependent on testamentary gifts.

4.6 NMSU

During the period, NMSU experienced going from a period of decline to new growth. This is connected with the fact that the National Assembly 2016 made a decision that we want to be an organization for the Norwegian Church's children and young people. With this as a starting point, during the period we have built collaborative relationships and developed what we offer so that we can be a good partner for congregations, clergy and dioceses.

What do we want with our organization? In accordance with our purpose, NMSU must carry out religious education and engage children and young people for NMS's work. But how can we talk about this in a way that is relevant to our target groups? In 2017, the national board adopted a new profile, which among others was nicknamed the "sharing language". This was well received and has been well received by both staff and volunteers. Now we say that we want to engage children and young people to share faith, time, things and talent.

Our work has traditionally consisted of camps, house parties and local groups. This is still the case, and it is on this basis that we can be a resource for congregations.

Congregations in the Church of Norway have the greatest need for cooperation related to camps for confirmation students. Furthermore, it is a big challenge for the church to engage young people after the confirmation period. During the period, we have therefore shifted the centre of gravity from children and families to young people.

The corona pandemic was a period of little activity at NMSU. This gave us time to prepare new ventures. During the pandemic, we teamed up with "follow me". This is youth work which, over the past 15 years, has succeeded in engaging young people after their confirmation in Stavanger Diocese. In the years to come, we want to offer networking and experience sharing to youth workers in other dioceses, and believe this can be an important resource for many congregations. Furthermore, we established an arrangement for cooperation around confirmation camps, which means that in 2023 we have planned 26 confirmation camps that bring together over 1,500 confirmation candidates.

But despite a greater focus on young people, we still want to increase our work for children and families. An important investment in the period has been a renewal of the "Children's Mission Day" scheme. In collaboration with church staff in the Diocese of Agder and Telemark, we launched the program "Sharing service" in the autumn of 2022 and the first edition was sold out within a short time. In addition, during the period we started a collaboration with Sunday School Norway on a Norwegian arrangement of the "Messy Church" concept. We hope this will give more congregations a good framework for bringing children and families together in everyday life, and that we can contribute with a relevant camp offer and updated information about NMS's work.

5. OUR CONSISTENT THEMES

5.1 GENDER ROLES AND EQUALITY

The work with gender roles is a review topic in all projects that NMS supports. In project reporting, the participation of women and men must be specified. All projects have a goal of gender balance so that participation is a minimum of 40% from both sexes. In some projects, increased participation by

women is a specific goal, particularly when it comes to boards and councils and increased influence in decision-making processes.

5.2 CLIMATE THREATS AND ENVIRONMENTAL PROTECTION

NMS is involved in various networks that work to reduce destruction caused by environmental and climate change. In some places this is part of village development projects, while in other places, such as in Cameroon and Thailand, there are separate projects dealing with forest protection and soil protection respectively. Through the "Use Your Talents" innovation project" it is possible to try out new farming methods, such as regenerative farming, soil conservation and what is called "Farming God's way". Experiments are also being carried out with facilities based on cultivation without soil (hydroponic), based on water in a closed circuit. Fish farming (aquaponic) can also be linked to this.

In 2019, NMS started a project called @grådighetsbekjemper (greed-buster). This project will address the greed that characterizes our culture and inspire people to be more grateful for what we have instead of searching for what we lack. This is a grassroots movement that works for people to make more environmentally friendly and sustainable choices in their everyday lives. The project started and is still most active on Instagram through the account @gradighetsbekjemper. Weekly tips are shared there on how we can make everyday life less greedy. As of January 2023, the account has 2,190 followers. In addition, we have started an arrangement called "Grådis" to do exactly the same as on the Instagram account, but face to face. NMS has organized "Grådiser" in 2022 in Oslo where, under the auspices of NMS, we have met up with new youth groups.

5.3 CONFLICT AWARENESS

In several of NMS' partner countries there has been political, social and economic unrest in recent years. Churches become easily involved because of their social ethical commitment. NMS works with the concept "Do no harm" where it is discussed who can make a positive contribution to an ongoing conflict. For NMS, it is important to be aware of which conflicts may arise at the start and end of projects. NMS is also aware that we, as a western

organisation, do not cause new conflicts locally through our activity and influence.

5.4 USE YOUR TALENTS

See chapter 4.4. From 2021, "Use Your Talents" is the fourth of our consistent themes.

6. WHO WE COOPERATE WITH

NMS collaborates with churches and organizations in the same countries as before, but during the period the work in the Middle East and Europe has gained even greater importance. NMS has formal cooperation agreements with traditional partner churches and organisations. We see that, to a greater extent than before, there is a more informal and non-binding network collaboration. NMS often gets involved in new countries through work with the established partners in seminars and workshops on special topics. The number of participating partners is constantly expanding, and it is becoming more and more ecumenical. Among other things, NMS has participated in several events in the Lutheran World Federation (LVF) and in network meetings organized by Digni (Latin Dignitas = dignity). Digni is an umbrella organization for aid work from Norad for 20 Christian organizations and denominations. NMS is a member of Digni which works against poverty and for dignified lives (www.digni.no). NMS perceives the collaboration with Digni as very good. NMS has a separate framework agreement with Digni (regarding Norad funds). In addition, we receive support from regional grants through embassies as well as special grants for example in work with religious minorities. During the period, NMS increased its share of support from Norad for development projects.

NMS's participation in ecumenical fora has increased somewhat during the period. We have participated in events organized by the World Council of Churches (WCC). WCC wants increased cooperation with NMS, which can be considered. It may be appropriate to make a joint effort in relation to management and organizational development. In relation to the Church of Norway, the NMS is active in the organisation Cooperation between Congregation and Mission (SMM). The collaboration with VID has continued

during the period. The conditions for increased cooperation are present as NMS from autumn 2022 is co-located with VID Rogaland in Misjonsmarka 12. During the period, there has been extensive cooperation on further training theologians from partner churches. Not least, there has been close collaboration with the FLM (the Lutheran Church of Madagascar) on master's education and a doctoral programme.

In the autumn of 2022, contact was also made with NLA University College to see if a collaboration could be established, not least around the teachers' school in Fandriana in Madagascar.

During the period, work has begun in preparing a school policy for the upper secondary schools in which NMS is a co-owner.

7. WHAT WE NEED TO SUCCEED

7.1 PASSION AND INTEREST

NMS needs local zealots with enthusiasm and mission commitment. NMS was founded to provide an opportunity for people to get involved in God's mission, in the worldwide Christian community reaching new people and groups with the gospel through word and deed. During the period, measures have been taken to increase both enthusiasm, interest and commitment to mission. See chapter 4.2 on voluntary work.

Prayer and information are important to create enthusiasm and interest. We work continuously with both information and prayer.

A separate working group has been created to stimulate prayer with a focus on the following:

- Run the systematic prayer work among employees and volunteers
- Motivate prayer engagement
- Collect prayer topics and disseminate a selection of these to various groups and on digital platforms
- Regularly update the chosen channels for prayer
- Continue, develop and renew prayer in NMS

In the RegionEast, an agreement was made in 2021 with the church warden in Oslo to rent Lilleborg church when Lilleborg and Torshov congregations were to be merged. From 2022, the NMS Lilleborg church and mission centre has become a gathering point for NMS Recycling, NMSU, NMS events, meetings with volunteers and staff as well as for a Chinese and a Filipino congregation that rents premises for their activities. Such a centre creates enthusiasm and mission commitment. The latest addition is to prepare and offer a free dinner to people in the local area in collaboration with the Food Centre.

In the Stavanger region, there have been new meeting rooms following the development of VID. People can meet in refurbished premises with a historical buzz. People must meet in order to gain enthusiasm and commitment to mission.

7.2 MISSION COMPETENCE

We have worked on a new foundational document for mission: "Love never ends". This was a major work in which we made extensive use of participatory processes. The idea of the document has been to describe the modern mission context, to say something about how we see ourselves as an organization in the years ahead and how we will continue to be relevant as a mission movement.

7.3 FUNDRAISING, NEW INCOME AND INFORMATION

During the period, systematic work has been done on fundraising, that is, how we create new income for NMS. In 2017, two employees carried out, as some of the first in the country, a formal education under the auspices of the Norwegian Fundraising Council. During the period, we also used an external company to make direct contact with donors. The result is an increase in gift income from regular donors, and a downward trend for this group has thus been reversed. The challenge is to get new donors.

NMS has participated in Giving Tuesday, which is an alternative to the commercial Black Friday.

NMS has collaborated with established YouTubers and other influencers who have been sent to our partner countries to make presentations during the campaign

period. So far, the collaboration has not given returns financially, but we have given information about NMS and our work to new groups of people and to an extent that we would not have been able to with traditional methods.

In the first year, the films from Thailand were shown around 800,000 times. In 2022, there will be over one million who have seen a film from one of the influencers. But as previously stated, we cannot show increased donor commitment or donations directly through Giving Tuesday.

In the strategic plan, it is assumed that we work to establish a network of companies that contribute to the mission work. There has been active work on this during the period, but we would like to have succeeded better. We still see great potential for NMS within the corporate sector, and we work continuously during the rest of the strategy plan period to find ways to boost this part of our income-generating work.

In 2021, the Department for Communication and Fundraising was established. This is responsible for four main tasks:

- 1) Getting new donors
- 2) Following up existing donors
- 3) Information work
- 4) Other income-generating activity

During the strategic plan period, we have not succeeded in increasing gift income, and the number of donors has decreased by around 500 a year on average. Despite this, the deliberate investment in regular donors during the period has borne fruit. In 2017 the number was 4,868, in 2019 it dropped to 4,241, while at the end of 2022 we have 4,708 regular donors. Gift income from regular donors has increased by approx. NOK 3 million in the period and will exceed NOK 25 million in 2022, which means that regular donors contribute approximately NOK 5,300 on average.

Through the new organization where NMS Recycling has been separated as its own department, the aim is to strengthen and sharpen the focus on the four main tasks for which the department is responsible (store operation, mission, environment and meeting place).

When it comes to new sources of income, the Christmas booklet *In those days* - first published in 2021 - and the creation of a new online shop (www.kirkebutikken.no) are two of the ventures which will hopefully contribute to increased income. In collaboration with the Bible Society, a new Easter booklet will be published in the spring of 2023, which, like the Christmas booklet, will be sold at all Norli and Ark bookstores. A process has also been initiated to recruit new donors via the shops of NMS Recycling, where in 2022 more than 1 million sales were carried out and where several hundred thousand customers visit each year.

7.4 ARENAS FOR COMMITTED PEOPLE

New in the period was participation during the St. Olav Festival in 2019. NMS contributed with program features, had a stand and was co-organizer of a concert with SKRUK and the Lova choir from Madagascar. Lova also held several concerts in southern Norway that drew full houses including at the Crossroads Festival.

The work with young adults is linked to the community NMS Connect, which arose as a result of a desire among young adults to have a common, clear commitment to mission globally and locally. There have been regular events in Oslo, Bergen and Stavanger during the period. Annually, the local teams meet at the Connected conference, which the local teams take turns hosting. An estimated 100 people are currently engaged in NMS Connect. In 2023, the core of the student work is still the NMS Connect local teams found in Bergen, Trondheim, Oslo and Stavanger. Unfortunately, it has not been possible to organize Connected in the last two years, nor has there been very much contact between the local teams. We hope that will see an upswing now that we have a position in place as an adviser for Young Leadership.

7.5 COOPERATION WITH THE CHURCH OF NORWAY (Dnk)

NMS collaborates with Dnk in several areas and has approximately 580 mission agreements with congregations in Dnk. NMS offers a congregation development program in collaboration with VID and helps to increase the church's presence in new places and to new groups. The organization "Cooperation between congregation and

mission" (SMM) has been evaluated. In some dioceses there are SMM committees where NMS employees and volunteers participate. Nationally, the NMS provides two employees in a practical working committee within the SMM. NMS is also an active partner in other forums linked to Dnk.

7.6 MUTUAL COOPERATION BETWEEN NMSU AND NMS

In 2018, the work with young adults in Norway and abroad was moved from NMSU to NMS. During the period, work has been started to see how we can create NMS commitment among young adults who have taken part in an exchange programme. Young people must be counted on and challenged in an organized mission commitment. It is pleasing to see a growing interest in participating in the exchange programme, the volunteer scheme and team trips. In the development programmes, Norwegian and foreign young people from the cooperation partners are sent criss-cross to different countries. The participants do an important job where they are, but what is equally important is that they get involved in the churches when they return home. One example is young people in Estonia who have been with Ucrew in England. Now they are involved in a ground-breaking work to create new meeting places for young people in the church at home in Estonia. In order to link the exchange work closer to the cultural centres that have been established by NMS together with other partners in Cameroon and Madagascar, the responsibility for the follow-up of these is now linked with the responsibility for youth exchange.

At the end of 2021, NMSU and NMS worked on a joint collaboration platform that we have called Young Leadership. Through the collaboration platform, NMSU and NMS work with students and young adults, where there are 14 projects linked to this work. Several of the projects are international and are mostly about exchange. The projects in Norway are Ukirke (Stavanger), Murhuset (Bazaar1914), greed-buster and Connected.

7.7 ACTIVE PERSONELL WORK

The work to value and look after employees has been challenging in periods marked by cutbacks, redundancies and the pandemic. After the pandemic, we have recruited many new employees to replace those who have

quit or retired. It is a pleasure to see that we get good candidates who apply for vacant positions.

Discussions on possible professional development measures and work guidance schemes, which all employees are offered, have been introduced as a fixed part of the annual employee review, and more employees than before make use of such offers. Larger employee gatherings for all employees have been arranged.

With regard to new position concepts, the first part of the period was characterized by extensive use of so-called commuter missionaries (especially in relation to Thailand) to follow up the missionary work after many missionaries ended their service at the same time. Through the work with the missionary role and regular revision of contractual documents (tariff agreement and manuals), the desire is to have as similar conditions and regulations as possible in and outside Norway. The mass of applicants for advertised positions shows that service as a missionary is still experienced as meaningful and relevant for many. There has been deliberate work on routines and quality in the recruitment processes, in the last phase through a professional day for managers in NMS, NMSU and NMSE.

Other topics that have been worked on in particular during this period include the preparation of comprehensive guidelines/routines for the GDPR (general data protection regulation), improvement of notification routines and revision of crisis and emergency plans. Work on the revision of local manuals has begun, but not finished. The computer tool STICOS was introduced from 2022 as a new personnel management system.

In both 2021 and 2022, leadership courses were conducted through VID and Saaghus courses & lectures respectively.

7.8 RESPONSIBLE FINANCIAL MANAGEMENT

Proper financial management is ensured by good accounting routines, appropriate software and internal control, in addition to external auditing. During the period, there has been a continuous focus on streamlining routines. During the autumn

of 2017 and 2018, an organizational review was carried out with all NMS' partners who receive support from Norad via Digni and NMS. A new review was then carried out in 2021, as preparation for a new agreement period between Digni and Norad. Budget-wise, the period has been demanding. During the period, NMS has not achieved the target of increasing the proportion used for targeted work. This has been relatively constant. The annual budgets are made less dependent on testamentary gifts, which vary widely from year to year. Income has not kept pace with inflation, and furthermore, a weak Norwegian krone has led to a significant negative change in the foreign exchange budget for large parts of the period. Efforts to reduce costs to match actual revenues have yielded results. From 2019, the accounts have shown a positive annual result.

7.9 GOOD PROPERTY MANAGEMENT

The first period with our own registered company for property management, NMS Eiendommer AS with its subsidiaries, has been financially challenging. This has confirmed the importance of separating out the property operation in order to identify real costs linked to the properties, and at the same time has given us the opportunity to take measures that can provide financial balance and, in the long term, income for our main purpose.

There has been a clean-up with the sale of properties that have been in the NMS portfolio for many years and that have not been used. NMS Eiendommer AS managed to follow the schedule of renovating the faculty building (MHS) and raising the new building so that VID Stavanger could move into new and wonderful premises at the start of the semester in autumn 2022. This has also given NMS Head Office new, more compact and serviceable premises on the second floor in the new building. A new zoning plan for the area with existing buildings will be in place in 2023 and work is being done on the development and new zoning of the rest of Misjonsmarka in Stavanger.

7.10 CONFERENCE CENTRES

For several decades, our conference centres have been exposed to various attempts to find the right organisation for efficient

and good operation. A centralization was carried out to coordinate the operation, then the responsibility for the campsites was transferred to NMS Drift AS as a subsidiary of NMS Eiendommer AS in 2017. This was an attempt to get the centres in balance. This was at a time when NMS dismissed employees due to NMS's accounts running into a deficit.

These processes have clearly been a burden both for employees and for those involved locally. From 2020, the centres have more or less broken even, but they are still vulnerable both in terms of filling the centres with activity and making the economy sustainable at a time when mission budgets have not kept pace with wage and price growth.

The conference centres have had little or no follow-up from NMS as the parent company. It has been unclear what is expected of the centres and they have not been seen to a sufficient extent as part of NMS activity in the regions. NMS as an organization has also not asked for reporting on activity from the centres, which have survived because there have still been zealots who have got involved and had visions for the centres.

The National Board is humbled by the burden placed on both volunteers and staff at the centres over these years and is grateful for the effort put into each place.

The National Board acknowledges that where there is local involvement, both activity, maintenance, earnings and NMS involvement in the local area increase. It gives hope and vision that future generations can also come to camp.

At the small centres, efforts are being made to establish local NMS associations that can take responsibility for both buildings and operations.

The National Board wants the camps to be developed and adapted to societal development so that they:

- are a church- and mission-centre where children, young people and adults can be engaged by faith and mission with worldwide perspectives.
- are run with a local commitment that increases the use of the camp site.

- operated in financial balance thereby contributing to other income-generating activities.

NMS's camp work has been limited during the period, but congregations have used the conference centres and there is potential for more shared use. NMS wants to link the centres more closely to the regional work, to religious education in congregations. At the same time it is important that the employees feel a sense of belonging to NMS and are a part of NMS contexts.

In the process going forward, cooperation is sought between NMS head office, NMSU, NMS Eiendommer AS, NMS regions, NMS Drift AS (operation of the centres) and the volunteers on the boards at the centres.

If the camps are to have a future, they must be supported more by our other activities and linked more closely to local involvement in church and mission.

8. WHERE WE WORK

During this period, NMS has renewed and continued several partner agreements. After the pandemic, we have had a strong focus on strengthening and further developing the relationship with historic church partners both in Madagascar and in Ethiopia. NMS has also resumed a formal collaboration with the Lutheran Church in South Africa (ELCSA), which ended in 1997. At the end of 2022, a new partnership agreement was signed at the church's general assembly in Johannesburg. After several years of interruption, NMS has also begun a conversation to renew the collaboration with our partner church in Brazil (IELCB). In both of these relationships, NMS collaborates in close contact with Dnk, which also has collaboration agreements with ELCSA South Africa and IELCB Brazil.

The work has become more network-based. The agreement body thus becomes more informal and flexible, and provides room for both project agreements and work through the presence of missionaries and local staff.

Several projects are transversal and involve collaboration between several partners. The networks expand when new partners sign up. A consequence of this is that NMS gets, in addition to the traditional partners, a larger network to work with.

NMS has direct partner cooperation in the following countries:

- Norway
- England
- Estonia
- France
- Brazil
- Middle East/ Egypt
- Cameroon
- Guinea/Mali
- Pakistan
- Japan
- China/Hong Kong
- Laos
- Thailand
- Taiwan
- Madagascar
- Ethiopia
- South Africa
- Spain (among Arabic-speaking immigrants from North Africa)

9. EXTRAORDINARY EVENTS/ MEASURES

9.1 PANDEMIC

Like all workplaces in Norway, NMS was also affected by the pandemic. For our administration, it was initially about frequent emergency meetings, which during the winter/spring of 2020 resulted in measures with major consequences for the employees, both in Norway and abroad. Reorganization of the work, with the cancellation of public meetings, camps and events, as well as extensive use of home offices in accordance with the national and regional regulations and recommendations, placed major limitations on the employees' activities. In line with the pandemic's global development, with the closure of national borders and the closure of flight routes, it also became necessary to evacuate missionaries from some of the fields to Norway. Calling for and facilitating more

digital communication, both internally and with the various partners abroad, was part of the necessary restructuring. All this was challenging for both the administration and not least for the many employees who had their work, and for some their entire life situation, turned upside down. A positive and longer-term ripple effect of an intensified use of digital communication has been greater use of digital meetings with less travel and reduced travel budgets as a result. It was also encouraged to use some working time for investigation and planning work, which under normal circumstances is difficult to find space for.

Despite this, it was not possible for many employees to fill their jobs with meaningful work. It therefore became necessary to resort to fairly extensive redundancies, which the authorities also facilitated by introducing extraordinary support measures. In terms of volume, the degree of layoffs was greatest in NMS Operation (with full or partial layoffs of around 20 permanent employees + many part-time employees), due to the temporary closure of work at the conference centres. At NMSU, a total of 14 out of 17 full-time employees were subject to layoffs. In the NMS part of the group, 2/3 of the employees were affected by layoffs. However, most continued in reduced positions, with the result that the redundancies affected just under 1/3 of the total man-years. In the voluntary sector, the pandemic meant the temporary closure of thrift shops, as well as the temporary closure of the organisation's association life.

9.2 REORGANIZATION - DEPARTMENTS AND TEAMWORK

In May 2020, the Centre for Intercultural Communication (SIK) delivered an evaluation of the reorganization carried out in 2015 – 2017 (the SIK report). The report was the starting point for discussions and group work during the staff meeting in August 2020, where the regional board chairmen also participated. In the following, various working groups were set up, and a steering group worked to collect the input in order to make a recommendation to the national board (LS). In general, the proposal (submitted at the end of October 2020) included input for NMS's vision, organizational culture, internal and external communication, as well as organizational

structure. The steering group's proposals were numerous and comprehensive with different time horizons for implementation and with a view to implementation at different levels in the organisation. Reference is made here to the steering group's report.

The first part of a restructuring process was implemented from 1st January 2021 by converting NMS Recycling from a section (in the Fundraising department) into its own department. Other restructurings were implemented from 15th August 2021, after extensive preparatory work in various working groups, where the emphasis was on participation from employees and volunteers. The main features of this new structure are that:

- Administrative joint services are divided into three departments:
 - **HR & Service** (the traditional HR department + administration consultant/ administration adviser + reception/ services and information technology)
 - **Department of Finance**
 - **Department of Communication and Fundraising**
- **Department Global**, instead of a structure divided by speciality, has been given a geographically based structure with 4 geographical sections:
 - West Africa/MENA (Cameroon, Guinea/ Mali, Middle East, North Africa, Pakistan)
 - East Africa (Ethiopia, Madagascar, South Africa)
 - Asia (Thailand, Laos, Japan, Hong Kong/China, Taiwan)
 - Europe (England, France, Estonia) and Brazil
- **Voluntary Department** (the regional work in Norway) with a separate section for International Exchange, where work is also being done on Young Leadership.
- the **Recycling department** has also become its own department.

Specialist teams have also been created with flexible time horizons for their work. These are teams that are composed of members across the organization with the intention of strengthening the organization's specialist work on various

topics, with involvement from and communication between the organization's various parts.

10. WHAT HAVE WE ACHIEVED

10.1 TARGET ACHIEVEMENT IN RELATION TO STRATEGIC PLAN 2017-2023

- **Faith in Jesus is shared with new groups and the cooperative churches are growing**

The larger established churches in Africa are experiencing great growth and are constantly going to new areas and new ethnic groups. Through SAT-7 and other media, NMS reaches out to the entire MENA area (Middle East and North Africa) with the gospel. Viewer surveys confirm this. In Asia, the growth is less conspicuous. In Thailand, we see cautious growth, particularly in the northern areas with ethnic minorities. Since 2020, Japan has been very restrictive regarding the covid-19 situation, but a renewed effort is planned from March 2023 and we are working towards sending missionaries to Japan again. In Europe, NMS has participated in the building of new congregations and communities. This despite a general decline in the population's church affiliation.

- **More people have been baptized into the worldwide church and have received training in the Christian faith**

With reference to the aforementioned growth, we can say that more people are being baptized into the worldwide church, although it is difficult to quantify. NMS contributes with support for theological teaching at most partners. Support is also given to a number of Bible schools that train evangelists and catechists who are responsible for the churches' Christian education. In collaboration with several partners, lay training has been strengthened in recent years.

- **New missionary congregations with a focus on diaconal practice have emerged**

Courses on missionary congregations have been held at most partners. There has also been a major investment in seminars on "Use Your Talents" in Africa and Asia. A new book about experiences with "Use Your

Talents" in the Chinese context is ready for printing. In China, there has been a particular focus on the understanding of diakonia in some larger congregations. This has created renewal in congregational life.

- **Increased awareness of our stewardship responsibility for the earth and creation**

As this is one of NMS's consistent themes, there must be a reflection on the management of creation in all projects. In the integrated village development projects, this is a separate focus area. It is high on the agenda in the "Use Your Talents" approach. In some countries, there are separate projects dealing with forest and soil conservation.

- **NMS and the partner churches have plans for the development of the organization and leadership development**

A new leadership development program is being developed in collaboration with several partners in Ethiopia. There are separate programs in Cameroon and Madagascar that have been running for several years, and several seminars have been held for the top management of these churches. In recent years, leadership development has taken place more at departmental level in several of the organisations, and there have been, for example, several courses under the auspices of the church's diaconry department in Thailand.

- **Several partners have gained increased independence**

Some partners are still financially dependent on NMS. This particularly applies to the churches in Cameroon and Madagascar. Phase-down plans have been made for general administrative support for these. The awareness of becoming financially independent has increased in recent years, and several of the partners are calling for increased expertise in fundraising.

- **Several people have improved their living conditions and their livelihoods in areas where we are involved**

Many people have been helped to see what talents they have in and around themselves. Many have received ideas on how they can collaborate with others to develop their local community and have

received training on how to start their own businesses. New agricultural methods have been taught which produce better crops, and joint ventures have been formed for the distribution and transport of goods for sale on the market. In the integrated village development projects, many have received start-up aid for small enterprises whose aim is to provide better income. At the same time, the covid-19 pandemic put a temporary stop to good development.

- **The partner churches mobilize civil society and actively contribute to fighting poverty**

Forms of cooperation between church initiatives and support from local authorities have been in focus. The response has been divided; in Africa it is welcomed, while people have been more sceptical in Asia. There we experience that the authorities are restricting their relationship with voluntary organizations and are more afraid of losing control in society. In several countries, there is scepticism about large grassroots movements such as churches and Christian organisations..

- **Inclusion and human rights have received increased focus in NMS and with its partners**

NMS has strengthened cooperation on human rights in Pakistan with the starting point being abuse of the blasphemy clause towards religious minorities. In addition, several projects aim to integrate vulnerable and marginalized groups. In Mali, the practice of female genital mutilation has ended in several villages as a result of a project that has worked to stop such practices.

- **NMS has strategies to deal with migration in different countries**

NMS has strengthened migration work in Norway during the period. There is a focus on migration in the Middle East and in Ethiopia, as well as in the Puente project in Spain. The idea is to expand this to more countries.

We have the following indicators for our own organisation:

- **An extended collaboration with Dnk**

During the period, NMS collaborated with Dnk in several areas; by increasing the church presence in several places, congregation development and through Cooperation between Congregation and Mission (SMM). NMS has also noticed an interest in "Use Your Talents", and this has been taught in several places. During the period, NMS participated in St. Olav's festival and Arendal's Week. A separate team has been set up to work strategically with the stand, both at national events such as the faith education conference, but also at local foundation days for church employees in the regions. The regions have received new material for use at stands in connection with the "Walk for Living Water", local foundation days and other events.

We have contributed actively to the campaign "Together as a church in the whole world", which several dioceses have had annually since the pandemic. The campaign is a joint effort to show missionary solidarity with churches worldwide. Its focus is the local congregation's chosen mission project in collaboration with one of the organizations in SMM. The campaign is carried out from Ascension Day to St. John's Day every year. This happens through preaching, fundraising, activities and information. The initiative for the action comes from the Agder and Telemark diocesan council, which decided that the action should go from being an action in the corona era to becoming a fixed annual action. The SMM council evaluated the action and the Church Synod gave its support to it becoming a fixed annual action.

After the pandemic, NMS has a 20% position on inspiration trips located in the Voluntary department. This position facilitates three to four inspiration trips a year. The trips go to the focus countries that NMS offers congregations with a mission agreement, and take place in collaboration with Plussreiser.

- **We have developed as a learning organization and use participatory processes in all work**

During the period, there have been several large processes where emphasis has been put on volunteers' and employees' involvement and participation. Several of the processes have been reviewed with a view to finding potential for improvement.

- **More members in NMS and increased gift income for the work**

Gift income has decreased somewhat during the period, while NMS Recycling has increased significantly. NMS Recycling also involves a large number of volunteers. The number of members is relatively stable, while there has been a slight decrease in the number of associations. In the last two years, gift income has again risen somewhat.

Following the initiative of Region East, a brochure entitled "Talk about membership" has been produced. This is out in the region with a response deadline of February 2023. The aim is to start a conversation in the organization about the membership -scheme so that we can land a scheme that is well rooted in the organisation.

10.2 GOAL ACHIEVEMENT STRATEGIC PRIORITIES 2022-2023

Based on the pandemic situation, LS decided that for the last two years of the strategy period, one would work separately on these points:

1. Work on a new strategic plan 2024-30

In the work towards a new Strategic Plan 2024-2030, we will continue to work on sharpening NMS' purposeful work and clarifying the direction the organization will take.

The management meeting has been the steering group for work on a new strategic plan. This has meant that the individual departments have been able to start work on what the upcoming strategy will mean for their work. In particular, the Voluntary department, as a new department, has worked on prioritizing new initiatives to create commitment and renew NMS. NMS Recycling has created its own strategy and action plans that are based on the strategy that NMS has been working with.

2. Voluntary work and "Use Your Talents" (UYT)

a. We will strengthen voluntary work in NMS Recycling, in the regions and in meetings with partners.

In August 2021, the "Small Community" project was launched, and the focus was on starting new mission -associations in all advertisements (Vårt Land and Dagen) and on NMS's digital surfaces. A newsletter with relevant information from NMS's work locally and globally is sent out to all members of the area committees (OU) and regional boards (RS) in the last week of each month. This is seen as an important tool for getting information out about NMS, while also giving volunteers the opportunity to respond via e-mail.

In the autumn of 2021, a "Handbook for the Voluntary department" was also prepared to clarify which tasks and functions lie in the department.

A new overview has been created on the NMS website of intermediaries (employees in NMS who can be contacted for mission information and preaching), so that volunteers can more easily get hold of them. In addition, each region has an overview of volunteers who preach and contribute with mission information.

Volunteers and employees of NMS are invited to a digital meeting with former/current missionaries of NMS who tell about the work in one of NMS' focus countries. After the lecture, there will be an opening for questions. These digital lectures are recorded, and can also be viewed afterwards on NMS's website.

An annual training course via Teams has been introduced (at the request of volunteers) for newly elected OU and RS members throughout Norway. The first was on Teams on 15th November 2022, and will be repeated for newly elected members on 6th June 2023.

The head of the Voluntary department has started a team of volunteers from regions South, North, Stavanger and Bjørgvin in addition to Kristian Mjølsneset. This team is looking at a possible new structure in the

work in Norway. According to the plan, this will be an item on the agenda at GA in 2026.

In the Voluntary department, the trip to France in September 2022 together with NMS Recycling has been important on several levels. In addition to getting to know NMS's work and partners in France, we also got to know each other better and were able to discuss issues face to face. At this time, there were several completely new employees in both Recycling and Voluntary. Through several workshops in France, work was done on the potential that lies in more collaboration between these two departments. The leaders in Voluntary and Recycling are now in the process of preparing two interdisciplinary work teams that will continue to work on this challenge.

b. We will strengthen NMS' regional work in Norway.

Since autumn 2021, completely new positions have been recruited in region Møre (50%), East (50%), and region South.

A new structure with the leader of the Voluntary Department sitting in the management meeting (LM) has led to a shorter path from volunteers to where the decisions are made. New premises for region East in Lilleborg church (2022) have created new activity and engagement in region East. From autumn 2022, new opportunities have also opened up for gatherings in the Stavanger area in new and refurbished premises at Misjonsmarka.

c. We will further develop and strengthen the use of talents, equipment and resources by individuals, in communities and in society.

An adviser for "Use Your Talents" (UYT) in the Voluntary department has been in several congregations and at various conferences to promote and make the methodology known. Time has also been used to make the ideas known internally in the Voluntary department (department meetings and staff gatherings). The website for UYT has been improved: [Use Your Talents - NMS - NMS](#). The adviser for "Use Your talents" will from 2023 work to realize some of this thinking as a regional coordinator in Stavanger.

3. Global - missionaries and emissaries

We will actively recruit long-term missionaries, short-term emissaries and local staff.

In recent years, room has been given to increase the number of emissaries. Diversity and presence are guiding values for NMS's recruitment policy. After a period without new recruitments, several long-term missionaries have now been employed. A trainee scheme has been drawn up and put into use, which gives missionary candidates a gradual and practical introduction to service abroad. In parallel with long-term employees, emissaries are also engaged on short-term stays. The volunteer scheme allows for, among other things, retired missionaries to use their language and cultural competence for shorter or longer periods.

The role of our locally employed field coordinators has been strengthened. There are now five locally employed field coordinators who manage NMS's work in the fields in Africa and Asia. Throughout the covid-19 era, their efforts were of particular importance.

4. International exchange

We will strengthen work with student exchange and international volunteering (UTEAM, UCREW, Connect, volunteer scheme). We will look at opportunities to enter into exchange cooperation with several of our partners.

Mission 24, an exchange program for young people, currently for Hong Kong, Taiwan and Norway, is being prepared with a start in 2023. Bente Bjørseth and her family have been out as volunteers in Madagascar in the autumn of 2022. We are actively working in the EDYN network (European Democracy Youth Network) which makes it possible to send and receive more volunteers/ one-year volunteers in Europe. We are now seeing the fruits of this with four one-year volunteers at Lia Gård and two one-year volunteers at Murhuset in Stavanger. NMS Exchange: In the spring of 2023, we accept students who have internships in Thailand, Cameroon and Madagascar. Study coordinators are in place in all these countries. We have a record intake at Ucrew with 19 one-year volunteers.

5. Communication and fundraising

We want to strengthen mission commitment by holistic thinking around the recruitment and follow-up of supporters.

NMS has great potential in following up donors and supporters in a more well-thought-out and professional way than what has been done earlier. Among other things, a separate team leader will be recruited for donor care to put good routines in place and ensure that our supporters feel well taken care of. Good donor care will also contribute to increased income. At the same time, we continue the aim of converting occasional donors to regular donors. During the six-year period, this donor group has contributed to an increase in gift income.

NMS has the potential to reach out to new supporters both through the stores of NMS Recycling and through sales via the new online store. In the strategy plan period, we see that the amount of new donors from the local work is modest. This is probably connected with significantly less activity at local level. During the last part of the strategic plan period, the aim is to accommodate the recruitment of donors through NMS Recycling. NMS Recycling and the Communication and Fundraising department have started to work systematically to find good arenas where both can benefit from the cooperation.

With regards to communication, this has become more tightly woven during the strategic plan period together with fundraising. At the same time, we see it as important to have a dedicated information work. This is ensured, among other things, through *Misjonstidende* and www.nms.no. We want to have a holistic approach to both existing and potential supporters. We have also strengthened our focus on social media and built up the number of followers significantly on both Facebook and Instagram.

6. Network building

We will strengthen networking between churches, partners, institutions and projects.

In collaboration with VID, a large network has been built up between theological institutions in Africa.

The "Use Your Talents" network involves churches with which NMS does not have a cooperation agreement. Other Norwegian mission organizations such as the Norsk Lutheran Mission (NLM) have also joined the network.

NMS Recycling has collaborated with companies and schools (NLA). There is also cooperation through the branch organization "Om att".

7. Digital

We will work to further develop new ways of working that have been put into use during the pandemic.

The NMS Recycling department and the Voluntary department mainly work via Teams, and are now working systematically to get a good structure in the software SharePoint, which in the long run will also be used by volunteers. There is a need for courses and training when it comes to the use of these digital tools.

The work with social media has yielded results for NMS Recycling. There are more people who follow the main pages on Instagram and Facebook in addition to all the web pages that the stores have. NMS Recycling has also collaborated with Haap redesign, which has also generated more traffic on our pages.

Direct information broadcasting for volunteers started before the pandemic, and still takes place regularly on the first Thursday of each month (except for the summer holidays). We feel this hits the target group as the broadcast (30 min) contains glimpses of missionaries and our mission countries in addition to relevant information from the work in Norway.

NMS Global has used a lot of international digital meetings to compensate for not being able to travel. In the aftermath of the pandemic, there has been a lot of travel to rebuild relationships, but digital meetings will still be used in the future for efficiency and with regard to sustainability.

8. Sustainability

We will strengthen the focus on sustainability in all aspects of our work. A sustainability

group is to be established to increase competence internally and together with the partners where applicable.

Two representatives from the Voluntary department are in this group.

In the International exchange section, the work around "greed-busters" is growing. There is now a 40% position that has this as their field of work, and as of January 2023 there are 2,190 followers on the Instagram account.

NMS Recycling is a good answer to all the sustainable development goals.

9. Own organization

a. We will work to ensure that a good culture is established throughout the organisation.

A work environment survey in autumn 2022 shows that there is a good culture among employees in NMS. We will constantly work to improve the culture among the employees, while at the same time focusing on a good culture also in the cooperation between volunteers and employees.

In NMS Recycling, there have been several new recruitments. We have worked to create good cohesion among the employees and a common understanding of the goals we want to achieve. Working towards a good culture among the volunteers is a task that will be systematised in the next strategy period.

There is a good feedback culture in the Voluntary department. Employees are grateful for peace of mind after many years of cutbacks and reorganisations.

Regular group meetings have been established between managers in NMS Recycling, NMS Eiendommer AS, NMSU and NMS by the head of finance, head of HR & Service and general secretary.

b. We will promote cooperation and communication across departments, companies, employees and volunteers.

There are several collaboration groups between the departments in NMS to improve interaction and communication. The

finance department has, for example, invited the entire organization by departments to the introduction of an updated finance handbook and a discussion on relevant finance issues for the departments.

Several teams have been established across the organisation, but there are not enough volunteers represented in these teams yet. In the Voluntary department, it is not desirable to have too many teams, as employees should not sit too long in internal meetings. They will spend most of their time with volunteers and out in the field.

“Young Leadership” is a good example of a team that works across different departments and also organizations (Hald and NMSU).

c. NMS must appear as one organization in meetings with volunteers and partners.

Efforts are being made to find good and useful meeting points and information channels where NMS can naturally be presented. At the same time, arrangements have been made for annual regional NMS gatherings invited by the chairman of the regional board. There will be representatives from all branches of NMS regionally (NMSU, NMS, Recycling, conference centres).

In addition, a system has been created for meeting points every six months between NMSU and NMS employees/ volunteers who follow up congregations that have a mission agreement.

d. We will work with management in the organization and empowering of individual employees and volunteers.

Internally in NMS, there is a good balance between women and men in the management meeting and in Global’s management group. Management courses have been conducted in NMS for all managers under the auspices of both VID and Saaghus courses & lectures. Some of the managers have taken part in a two-day management meeting with Saaghus courses & lectures, and the entire management forum has been gathered for a three-day course.

e. There must be great diversity among volunteers, employees and managers in terms of gender, age, competence and cultural background.

In the finance department, during the period half of the employees had a non-Norwegian background.

The NMS Recycling department could have been more diverse, but our volunteers represent a great diversity. Many old and young people with different skills work in the shops, together with people from many different cultures in our society.

In the Voluntary department, we have the most women, but recruited three new men in regional positions in the autumn of 2022. An employee has also recently been recruited in the Bjørgvin region who has a refugee background and migration expertise. Among the volunteers, there are mainly older people, but both women and men. We have a growing work around Bazaar 1914 and greed-busters which consists of several younger people.

The Global department has gained several employees with different ethnic backgrounds both as field coordinators and as advisers.

11 OUTLOOK

NMS has committed volunteers and employees who have worked hard to achieve the goals in this strategy period. The economy was turned around in the middle of the period. The activity was hampered by covid-19 restrictions, but NMS has used the exceptional years to come out stronger as an organisation.

With many new employees and ambitious goals, there is an optimism in the organization heading into a new strategy period. The thrift stores still give good results. There are expectations for a return from property management. Engagement and collection work both centrally and locally has great potential. The potential is still great in the Norwegian Church’s congregations. NMS needs more new and younger donors.

The work both to fulfil the strategic plan and to create a new strategic plan is felt to be meaningful in that we are helping to fulfil the vision of a living church all over the world.

REPORT FROM THE PROTOCOL COMMITTEE 2020-2023

Item information:

It follows from § 22 of the NMS's statutes that the protocol committee must ensure that the National Board's decisions are in accordance with the basic rules and the general assembly's decisions. The committee goes through the National Board's minutes.

This report covers the period from the election part of the general assembly in October 2020 to the middle of January 2023. An additional report for the period from January to June 2023 will be presented during the general assembly.

During this period, the protocol committee had the following composition:

John Egil Bergem, manager
Tone Norvang Øygard, secretary
Peter Odd Bjørkhaug, member

During the period, the committee has had one physical meeting in Stavanger and two on-line meetings on Teams. The use of online meetings is partly due to the pandemic, but also for practical and financial reasons. In addition, the number of members and the nature of the work in the committee mean that online meetings work well.

The general secretary and the administration secretary attended parts of two of the meetings to discuss working methods and interaction between the committee and the administration.

After each meeting of the National Board, the committee has been sent the minutes and other case documents per email and have reviewed these. After internal communication, continuous feedback is given about the results of the review.

The protocol committee has gone through all items from 72/20 up to and including 109/20, from 1/21 up to and including 77/21 and from 1/22 up to and including 75/22. The committee has had no comments that have required follow-up from the national board for any of the reviewed items.

13 January 2023



Peter Odd Bjørkhaug John Egil Bergem Tone Norvang Øygard

Proposed resolution:

The protocol committee's report is noted.

FOUNDATIONAL RULES AND STATUTES

Item information:

The National Board hereby submits proposals for changes to the NMS's foundational rules and statutes as shown in the appendix.

From § 2 of the NMS statutes, it appears that it is the NMS general assembly (GA) that takes decisions in relation to changes/adjustments to the foundational rules and/or statutes.

Ahead of GF 2017, a "clean-up job" was carried out, which resulted in the national board putting forward proposals for fairly extensive changes to the NMS's foundational rules and statutes. This applied to both content and structure. The amendment proposals were mainly adopted by GA.

Only minor adjustments to the foundational rules and statutes were therefore prepared for GA 2020. These proposed changes were the subject of a consultation in the regions in spring 2019. As is known, GA 2020 was not carried out and therefore no changes have been made to the foundational rules and statutes since 2017.

Following the planned GA 2020, there has been some need for additions to the foundational rules and statutes. Before GA in 2023, a new consultation was sent out to the regions in autumn 2022.

Statutes for the work in the regions were not submitted to GA 2017. The statutes were temporarily approved by the national board, but must be formally approved by GA 2023, with the adjustments that have taken place since then.

The changes to the foundational rules and statutes that have been proposed since GA in 2017 can be seen from the appendix to this item, - written in orange.

Proposed resolution:

- The foundational rules are changed as proposed by the national board.
- The statutes for regional boards and area committees are adopted in their entirety with the adjustments made in connection with consultations in 2019 and 2022.
- Other statutes are amended as proposed by the national board.
- Changes in § 10 of the statutes take effect immediately and are therefore used in the election of the national board during the 2023 general assembly.
- Other changes will apply from 03 July 2023.

APPENDIX ITEM 6

FOUNDATIONAL RULES AND STATUTES

	CURRENT FOUNDATIONAL RULES WITH PROPOSED AMENDMENTS	COMMENT
§ 1	<p>The Norwegian Mission Society (NMS) is an independent organization within the Church of Norway and a tool for realizing the church's mission.</p> <p>The Norwegian Mission Society consists of associations, groups and individual members who work in accordance with §§ 2, 3 and 4 of the foundational rules.</p> <p>The Norwegian Mission Society is the parent organization of the independent children's and youth organization, the Norwegian mission society's children's and youth organization (NMSU).</p>	Spelling NMS U = NMSU throughout the entire document.
§ 2	The purpose of the Norwegian Mission Society is, in word and deed, to testify to God's grace in Jesus Christ, and to contribute to the growth of the worldwide church and the spread of God's kingdom among all peoples.	
§ 3	<p>To realize its purpose, The Norwegian Mission Society collaborates with churches and organizations in Norway and in other countries.</p> <p>The work in the regions in Norway is the basis for the business.</p> <p>The Norwegian Mission Society sends missionaries both from Norway and through their partner churches outside Norway.</p> <p>The Norwegian Mission Society's missionaries are consecrated or prayed for according to current arrangements.</p> <p>The Norwegian Mission Society conducts missionary research and education.</p>	
§ 4	The Norwegian Mission Society is committed to the Holy Scriptures and the articles of faith of the Norwegian Church.	
§ 5	<p>The General Assembly is The Norwegian Mission Society's highest authority. It is held every three years.</p> <p>The following have the right to speak, make proposals and vote during the general assembly:</p> <ul style="list-style-type: none"> » All paying members of NMS and NMSU who turn 15 at the latest during the year of the general assembly » One (1) delegate from each of the missionary associations » One (1) delegate from each cooperative church » One (1) NMSU representative elected by their national board » One (1) representative from each thrift store 	

	CURRENT FOUNDATIONAL RULES WITH PROPOSED AMENDMENTS	COMMENT
cont. § 5	<p>The general assembly takes decisions, deals with matters and makes elections as described in the statutes for the general assembly.</p> <p>The National Board is the organization's highest authority in the periods between general –assemblies. The protocol committee supervises the national board. The election committee prepares elections to be held at the general assembly.</p> <p>The administration looks after the day-to-day running of the organisation.</p> <p>The National Board establishes delegation regulations that show which matters the head office through the secretary-general has responsibility for and decision-making authority for.</p> <p>The National Board assesses the need for and, if necessary, establishes statutes for the work on the fields.</p> <p>Otherwise, the regions (nationally) and the fields (internationally) work within the framework set by the National Board.</p>	Clarification
§ 6	The Norwegian Mission Society works actively for equality between the sexes.	
§ 7	The Norwegian Mission Society works actively for a sustainable management of God's creation.	
§ 8	Meetings of The Norwegian Mission Society's governing body are open to the public, unless the meeting itself decides to close the meeting in individual matters.	
§ 9	Official name in English and French is: English: <i>The Norwegian Mission Society</i> Franch: <i>Société des missions Norvégiennes</i>	
§ 10	Amendments to the foundational rules require a two-thirds (2/3) majority of the votes cast at the general assembly. Amendments to the statutes require a simple majority.	
§ 11	The Norwegian Mission Society's activities in Norway are divided into regions. The work in the region is led by a regional board. The region works within the framework given by the general assembly and the action plan for the work in Norway. The general assembly establishes statutes for regional work. The individual regional board determines the structure of the work in the region. An area structure is the standard arrangement.	
§ 12	If the organization is dissolved, any excess assets are transferred to the Church of Norway through the Church Council.	New statute. This is a requested rule (among other things) when registering in Hong Kong.

CURRENT STATUTES WITH PROPOSED AMENDMENTS		COMMENT
THE GENERAL ASSEMBLY		
§ 1	<p>The National Board convenes a general assembly no later than three (3) months in advance. The convocation includes a proposal for an agenda with associated documents.</p> <p>Before the National Board draws up a convocation, a deadline is published for individual members and regional boards to come up with proposals for matters that they wish to be dealt with at the general assembly. If at least 50% of the regional boards want a matter addressed, the national board is obliged to propose the matter.</p>	
§ 2	<p>The general assembly takes decisions on the following matters:</p> <ul style="list-style-type: none"> » Approval of convocation and agenda » Approval of negotiation regulations » Constitution » Strategy plan for the coming three-year period » The foundational rules » Statutes for the composition of the general assembly » Statutes for elections during the general assembly » Statutes for the chairman of the national board » Statutes for the national board » Statutes for the protocol committee » Statutes for the general assembly's election committee » Statutes for the regional boards » Statutes for the area committees » Determination of the number of regions and their boundaries » Other matters that the national board presents to the general assembly for decision <p>The general assembly also deals with the following matters:</p> <ul style="list-style-type: none"> » Three-year report from the national board including briefing on the financial situation » Report of the Protocol Committee » Other matters that the national board presents to the general assembly for consideration <p>At the general assembly, the following elections are made:</p> <ul style="list-style-type: none"> » Election of the head of the national board » Election of the national government » Election of protocol committee » Election of election committee <p>In connection with the general assembly, space must be provided for spiritual renewal, inspiration and mission information.</p>	<p>Clarification compare. § 11 of the Foundational rules.</p>

CURRENT STATUTES WITH PROPOSED AMENDMENTS		COMMENT
§ 3	<p>The employees' associations Medarbejderforeningen (MAF) is represented by three (3) people with the right to speak and make proposals.</p> <p>The board of NMS Recycling as well as boards of subsidiaries directly under NMS are given the opportunity to elect a representative each with the right to speak and make proposals.</p> <p>The General Secretary has the right to propose and speak, which can be delegated to other managers in the administration.</p> <p>Norwegian and foreign cooperative churches and organizations are invited as observers with the right to speak.</p>	<p>Clarification</p> <p>Supplement. The boards are considered to represent special interests and must therefore be able to nominate one representative. NMSU's representation is covered by § 5 of the foundational rules.</p>
§ 4	Members of the National Board do not have the right to vote in matters concerning the assessment of the National Board's work.	
§ 5	No region can have more than 40% of the votes at a general assembly. In the event of deprivation of the right to vote, the time of registration will be decisive.	
§ 6	The registration deadline to be able to use your rights during the General assembly is 14 days before the start of the General assembly.	
§ 7	<p>An extraordinary general assembly can be called when it is adopted by the national board with a two-thirds (2/3) majority or two-thirds (2/3) of the regional boards demand it.</p> <p>An extraordinary general assembly is held as soon as possible and no later than six (6) months after a demand for such has been made.</p> <p>Elections that may take place at the extraordinary general assembly apply until the first ordinary general assembly.</p>	<p>Editorial change.</p>
ELECTION DURING THE GENERAL ASSEMBLY		
§ 8	<p>The following applies to all elections:</p> <ul style="list-style-type: none"> » The following applies to all elections » In the event of a tie, the result will be decided by drawing lots » The candidates are obliged to learn and to live in accordance with the Holy Scriptures and the articles of faith of the Church of Norway » Candidates must be paying members of NMS » In elections with several candidates, both sexes must be represented among the proposed candidates » The candidates must be at least eighteen (18) years old no later than the year the general assembly is held » The election result applies until the next general assembly 	

	CURRENT STATUTES WITH PROPOSED AMENDMENTS	COMMENT
§ 9	<p>Election of the head of the national board The regional boards are given the opportunity to come up with proposals for leadership candidate(s) no later than ten (10) months before the general assembly.</p> <p>The election committee puts forward from one (1) to three (3) proposals for the chairman of the national board. The candidates are presented in alphabetical order to the general assembly.</p> <p>Election of the leader takes place before the election of the national board</p> <ul style="list-style-type: none"> » To be elected, at least 50% of the votes cast are required. » If there are more than two (2) candidates where no one has obtained 50% of the votes, a new election is held between the two (2) candidates with the most votes. 	Amended to be in accordance with § 2 of the statutes.
§ 10	<p>Election of the national board Each regional board proposes members to the national board from its own region no later than ten (10) months before the general assembly.</p> <ul style="list-style-type: none"> » The proposal should contain a minimum of four (4) names » Both sexes must be represented » The regional boards should contribute to the greatest possible spread of expertise in proposed members for the national board <p>Employees of NMS can only be elected to the national board as their representative employees (chosen by the employees).</p> <p>The selection committee nominates a minimum of fifteen (15) candidates and these are presented in order of priority to the general assembly.</p> <p>The election during the general assembly: Election of five (5) permanent members and five (5) deputy members is done in two (2) separate elections. Five (5) permanent members and five (5) deputy members are elected. Three (3) permanent members are elected in the first election round, then two (2) permanent and five (5) deputy members.</p>	Change of electoral system.
§ 11	<p>Election of protocol committee Each regional board proposes members to the protocol committee from its own region no later than ten (10) months before the general assembly.</p> <p>Employees of NMS and national board members cannot be members of the protocol committee</p> <p>The selection committee nominates nine (9) candidates and these are presented in alphabetical order to the general assembly.</p> <p>members and three (3) deputies are elected in one (1) election. The three (3) candidates with the highest number of votes form the new protocol committee. The following three (3) in the number of votes constitute the deputies.</p>	Editorially

	CURRENT STATUTES WITH PROPOSED AMENDMENTS	COMMENT
§ 12	<p>Election of election committee Each regional board proposes candidates to the election committee from its own region no later than ten (10) months before the general assembly.</p> <p>Employees of NMS and national board members cannot be members of the election committee.</p> <p>The election committee nominates twelve (12) candidates and these are presented in priority order to the general assembly.</p> <p>The election during the general assembly: Five (5) members and two (2) deputies are elected in one (1) election. The five (5) candidates who receive the highest number of votes form the new election committee. The following two (2) in the number of votes constitute the deputies.</p>	
LEADER OF THE NATIONAL BOARD		
§ 13	<p>The head of the national board is responsible for the work of the national board during the period.</p> <p>The National Board, chaired by the head, has personnel responsibility for the general secretary.</p> <p>The National Board is obligated in business matters by the board's chairman together with the general secretary.</p> <p>In the event of a tie in the national board, the leader has a double vote.</p> <p>The head of the national board receives a fee for the position in accordance with current regulations.</p>	
LANDSSTYRET		
§ 14	<p>The National Board (LS) consists of</p> <ul style="list-style-type: none"> » chairman elected by the general assembly » five (5) other members elected by the general assembly » one (1) representative elected by and among the employees » one (1) representative elected by the national board of NMSU (LS-NMSU) <p>The National Board itself elects a deputy chairman from among the members elected by the general assembly.</p> <p>If the elected member is employed by NMS for more than 20%, this member leaves LS for as long as the employment lasts. In the case of temporary employment, one is out for the period one is employed. During the period, the deputy representative enters as an ordinary member.</p> <p>A personal deputy representative is elected for the employees' representative and the representative from LS-NMSU.</p>	Need for clarification as an elected member who gets a permanent position or long-term temporary employment can resign before the election period is over.

	CURRENT STATUTES WITH PROPOSED AMENDMENTS	COMMENT
§ 15	The permanent member and deputy representative from LS-NMSU follows NMSU's election period.	
§ 16	No person can sit consecutively as a permanent member of the national board for more than two (2) periods. After a stay of at least one (1) period, one can be re-elected. These restrictions do not apply to deputies. A member can serve for up to three (3) terms if part of the time they have been elected as leader.	
§ 17	The rector of VID Specialized University has the right to attend and speak at NMS National Board meetings.	
§ 18	About the work of the national board: About the work of the national board: The general secretary is the case handler for the national board. The National Board is competent to make decisions when at least half of the members are present. NMS main head office and the regions, NMS-Gjenbruk, camps and property management form part of a joint legal entity with the national board legally responsible. The National Board will normally meet up to six (6) times a year.	Clearing due to change in organizational structure. NMSE is its own legal entity and NMS Recycling is a department in the head office (does not need to be mentioned specifically).
§ 19	The tasks of the National Board include the following: The National Board has decisive authority in all matters not decided by the general assembly. In important matters, the national board should ask for the advice of the regional boards. The National Board considers and decides at all times which cases are sent for consultation. The National Board arranges at least two (2) meeting points for boards/leaders in the organization in each LS period. The National Board finalizes the work on the strategic plan in line with decisions from the general assembly, including editorial and layout changes. The National Board is responsible for processings and makings decisions on: » Program profile and principal documents as well as business plans » Delegation regulations » Major structural changes in the organization » The membership scheme » Statutes for the work in the fields » Statutes for NMS Recycling » Annual reports and reports from various branches of work » Budget and accounts, including financial contributions to NMS' children's and youth organization (NMSU) » Agreements that require the national board's approval	Supplement

	CURRENT STATUTES WITH PROPOSED AMENDMENTS	COMMENT
forts. § 19	» Main agreement » Collective bargaining agreement » Employs and is the employer of the general secretary » Employs the general secretary and deputy general secretary and is the employer for the general secretary. » Instructions and employment/appointment of other positions responsible for employer's responsibility on behalf of LS » Whistleblowing routines » Guidelines for management, purchase and sale of properties » Guidelines for the use of gifts for specific purposes » Appoints representatives to boards where this is required by the statutes of the current board » Venue for general assemblies » Approves minutes for the general assembly » Other matters brought forward by the Secretary-General	In line with current "Guidelines for employment in NMS" The sentence is removed as it refers to the earlier arrangement of employment with several positions in LS.
THE PROTOCOL COMMITTEE		
§ 20	The protocol committee is elected by the general assembly and consists of three (3) members. Members can be re-elected once.	
§ 21	Whoever gets the most votes calls the first meeting. The committee itself elects its chairman and secretary.	
§ 22	The protocol committee ensures that the national board's decisions are in accordance with NMS's foundational rules and statutes as well as the general assembly's decisions.	
§ 23	The protocol committee reviews the national board's protocols.	
§ 24	If the protocol committee believes there is a need to raise questions about or comment on the processing of cases, the national board is made aware of this on an ongoing basis.	
§ 25	The protocol committee normally has one (1) to two (2) meetings a year. It can, based on its own assessment, summon the general secretary and others in NMS's management to talk about current matters.	
§ 26	The protocol committee chaired by the chairman presents a report on the committee's work to the general assembly.	
THE ELECTION COMMITTEE		
§ 27	The election committee is elected by the general assembly and consists of 5 members. Members can be re-elected once. Whoever gets the most votes calls the first meeting. The committee itself elects its chairman and secretary.	

	CURRENT STATUTES WITH PROPOSED AMENDMENTS	COMMENT
§ 28	The election committee prepares the election of the chairman of the national board, national board, protocol committee and election committee in accordance with the statutes for elections.	
§ 29	No later than fifteen (15) months before the general assembly, the election committee sends a notification to the regional boards about the elections to be held at the upcoming general assembly with an invitation to propose candidates.	
§ 30	The election committee is free to assess proposals received from the regions and to propose its own candidates. The selection committee shall, on an independent basis, make a final nomination of the proposed candidates based on a necessary overall assessment of the possible composition with regard to geography, spread of skills and gender.	
§ 31	In the case of several candidates for the head of the national board, both sexes must be represented.	
§ 32	The election committee must facilitate at least 40% representation of both sexes in the national board and the election committee, and that both sexes are represented in the protocol committee.	
§ 33	The persons that the selection committee nominates on its proposal must be asked in advance and familiarized with NMS' foundational rules, principle and policy documents. Only people who are paying members of NMS and who have declared themselves willing to stand as candidates can be nominated.	Clarification see § 8 of the statutes.
§ 34	The election committee chaired by the chairman presents the candidates for the various elections to the general assembly.	
THE REGIONAL BOARDS		
§ 35	BASIS a. The regional board works in line with the current foundational rules and statutes for the organisation. b. The regional board's main task is to contribute to the realization of the NMS strategy within its geographical area and works in line with the adopted strategic plan.	Generally: The statutes for the regional boards and area committees follow the same paragraph numbering as the other statutes. Point numbering under the individual paragraph is adapted to the change in each paragraph.

	CURRENT STATUTES WITH PROPOSED AMENDMENTS	COMMENT
§ 36	RIGHTS AND DUTIES OF THE REGIONAL BOARD a. Has a mandate to use employee resources within agreed limits. b. Participates in the recruitment of personnel within donor follow-up when preparing the announcement text and in the assessment of the list of applicants. The representative of the regional board (area committee in the North region) participates in the process when it comes to the appointment of personnel with regional tasks. c. Gives their opinion when preparing and amending instructions for positions within donor follow-up. Participates in the preparation and amendment of instructions for positions for personnel with regional tasks. d. Is an interlocutor and consultative body for the national board in important matters. e. Meets the national board to discuss the work in the organisation. (Cf. statutes for LS §19) f. Sends board minutes and annual report to the national board. g. Regions can choose a two-level model where the area committee leaders collectively speak on behalf of the region / take care of some of the regional board's functions. In regions without a regional board, it must be agreed with the area committees how the distribution of functions between the regional contact and the area committee leaders together in a meeting is to be operationalised.	Change due to organizational changes
§ 37	TASKS OF THE REGIONAL BOARD a. Prepare and adopt an action plan for the region on the basis of the area committees' action plans. b. Prepare budget proposals for the regional board's and area committee's activities. c. Collaborate with managers and employees within the relevant sections of NMS. d. Collaborate with NMSU in the region in accordance with both organisations' adopted strategies. e. Organize Follow up volunteer work in the region in collaboration with employees and in line with overall plans. f. Coordinate the work in the region and being an inspiration for the area committees in collaboration with employees.	Clarification
§ 38	REGIONAL BODIES, COMPOSITION/ELECTION a. The regional board consists of a minimum of 4 people and is elected at the region's annual meeting or by the area committees. Both sexes must be represented. The regional board constitutes itself. b. The head of the regional board can be elected in a separate election. c. The representatives are elected for a period of 1-3 years and can be re-elected once. New re-election should then not take place until then can take place after staying for one election period. Personal deputies should be elected.	New point to make it possible to choose your own manager. Change to make it possible for a person to sit for several periods if there are no others who can take on the task.

	CURRENT STATUTES WITH PROPOSED AMENDMENTS	COMMENT
cont. § 38	<p>d. All paying members of NMS and NMSU, members of associations and 2 employees from each thrift store, as well as representatives of congregations with a mission agreement and who turn 15 at the latest during the year, have the right to speak, make proposals and vote at the annual meeting.</p> <p>e. Candidates should be paying members of NMS.</p> <p>f. The candidates are obliged to work in loyalty with NMS' basis and purpose.</p> <p>g. Candidates must turn eighteen (18) at the latest in the year the annual meeting is held.</p> <p>h. In elections with several candidates, both sexes must be represented among the proposed candidates.</p> <p>i. The regional board also has a representative from NMSU and an NMS employee whose workplace is linked to the region, with voting rights.</p> <p>j. The regional board is competent to make decisions when at least half of the members are present. In the event of a tie, the leader has a double vote.</p>	<p>Addendum to clarify that congregations with a mission agreement also have the right to vote at the annual meetings.</p> <p>New point to get an almost equal arrangement in all types of formal boards/committees in the organisation. "Should" wording to allow emphasis on other criteria.</p>
§ 39	<p>SUPPLEMENTARY STATUTES The regional boards can adopt supplementary statutes based on their own needs. These must be approved by the National Board.</p>	
THE AREA COMMITTEES		
§ 40	<p>BASIS</p> <p>a. The area committees work in line with the current foundational rules and statutes for the organisation.</p> <p>b. The area committees' main task is to contribute to the realization of the NMS strategy within their geographical area and work in line with the adopted strategic plan.</p> <p>c. In regions without a regional board, an agreement must be made with the area committees to what extent they will take care of the regional board's tasks.</p>	
§ 41	<p>DUTIES OF THE AREA COMMITTEES</p> <p>a. Prepare an action plan for their area and make the necessary priorities based on available resources.</p> <p>b. Work with motivational and fundraising work for associations, congregations and individuals.</p> <p>c. Be an interlocutor for the regional board in assessing the work in the area.</p> <p>d. Keep in touch with NMS thrift stores, NMSU and NMS – conference centres in the area.</p> <p>e. Send minutes from the area committee meetings to the regional board/regional contact.</p>	<p>Editorial by adding a hyphen between NMS and conference centres.</p>

	CURRENT STATUTES WITH PROPOSED AMENDMENTS	COMMENT
§ 42	<p>ECONOMY</p> <p>a. Works based on the budget for the region/area.</p> <p>b. Financial management must take place in accordance with guidelines as described in the NMS financial handbook.</p> <p>c. Income in associations/groups affiliated to NMS belongs to the organisation. The funds are forwarded after necessary expenses have been deducted.</p>	
§ 43	<p>COMPOSITION/ ELECTIONS</p> <p>a. The area committee should meet at least 4 times a year.</p> <p>b. The area committee is competent to make decisions when at least half of the members are present.</p> <p>c. The area committee is elected at the annual meeting in the area, and must consist of a minimum of 3 people. Both sexes should be represented.</p> <p>d. The representatives are elected for a period of 1-3 years and can be re-elected once. New re-election should then not take place until after then-can-take-place a stay of one election period.</p> <p>e. All paying members of NMS and NMS U, members of associations and employees in thrift stores, and who turn 15 at the latest during the year, have the right to speak, make proposals and vote at the annual meeting.</p> <p>f. Candidates should be paying members of NMS</p> <p>g. The candidates are obliged to work in loyalty to NMS' basis and purpose.</p> <p>h. In elections with several candidates, both sexes must be represented among the proposed candidates.</p> <p>i. Candidates must turn eighteen (18) at the latest in the year the annual meeting is held.</p>	<p>Change to make it possible for a person to sit for several periods if there are no others who can take on the task.</p> <p>New point to get an almost equal arrangement in all types of formal boards/committees in the organisation. "Should" wording to allow emphasis on other criteria.</p>

STRATEGIC PLAN 2024-2030

Item information:

The National Board's proposal for a strategic plan 2024-2030 is hereby submitted to the general meeting in line with § 5 of the foundational rules.

Work on a new strategic plan began in the spring of 2022 by setting up a Think Tank consisting of Bishop Olav Øygard, Secretary General of the Inter-Church Council Berit Hagen Agøy, Rector VID Bård Mæland, Chairman VID Torger Reve, Dean VID Kristin Tjelle, NMS Global Haakon Kessel, NMS Voluntary Silje Sjøtveit, general manager NMSU Stig Sunde, NMS section East Africa Ingeborg Sæbø Oluka and general secretary NMS Helge S. Gaard.

The leadership meeting in NMS has been the steering group, while Per Ivar Johansen, Bjarte Thorsen and Ingeborg Sæbø Oluka were working committees and facilitators between the meetings.

The National Board has had the drafts of the strategy at its meetings, made proposals for changes and has ownership of the document. The strategic plan 2024-2030 was sent for consultation in the regions in the autumn of 2022 and the feedback was included in the national board's processing of the proposal that will now be sent to the General Assembly 2023 in Stjørdal.

There has been a desire to briefly specify what should be NMS's core points and what should characterize the work. The bottom line is that NMS collaborates with churches both locally and globally, NMS collaborates with these through the leadership in the churches and with the aim of leaving a footprint locally. We must help reach new people and groups with the gospel in word and deed, the churches are a tool for that and are the community we want to bring new people into.

It has been important to convey that we are a Norwegian independent organization within the Church of Norway, and that the Church of Norway is where we want to trigger and follow up local and global commitment to mission, while at the same time we are a tool for mission commitment also together with other organizations and churches.

The strategic plan builds on the foundational document on the mission "Love never ends" which was adopted by the national board in 2020.

During the 3-year period from 2017, many of the prerequisites for the further strategy had changed, and in autumn 2020 a proposal was put forward to start strategy work in NMS with a view to presenting a new strategic plan for GF in 2021. GF was as is known, not carried out as planned in 2020 or 2021. Since 2021, strategy work has continued at various levels in the organisation. The current strategic plan is from 2017-2023, it was adjusted with strategic priorities 2022-2023 based on the special situation after covid-19.

The new strategic plan 2024-2030 will thus define the action plans that are created in the autumn of 2023. The strategic plan 2024-2030 was submitted for consultation in the autumn of 2022.

Proposed resolution:

The general meeting gives its approval to the strategic plan 2024-2030 and asks the administration to finalize the plan based on input from the general meeting. The National Board approves the revised plan before it becomes effective from 01.01.2024.

NMS' STRATEGY 2024 - 30

MOTTO

Your Kingdom Come!

VISION

A Global Living Church!

MAIN OBJECTIVE

Together we will:

- share our faith in Jesus
- fight injustice
- end poverty

WHO WE ARE

The Norwegian Mission Society (NMS) is a Norwegian mission organization that works to contribute to a global living church. NMS' basis of operation is sustained and developed in Norway.

PREMISES

The document: "Love Never Ends" was adopted by the NMS National Board in September 2020, case 58/20, and is NMS' foundational document on mission.

NMS' understanding of mission is based on a holistic care for humankind and creation.

In relationships and projects, NMS will emphasize:

- Conflict sensitivity
- Gender roles and equality
- Creation care and environmental sustainability
- "Use Your Talents"

PRIORITIES

1. NMS will be a missional and diaconal¹ church builder in the worldwide church.

NMS will:

- a. together with established churches and organizations contribute to reaching new people and groups with the gospel
- b. NMS will actively support and develop international networks with a church building focus, through collaboration with churches and organizations. Contribute to establishing and developing Christian fellowships
- c. strengthen our partners as actors in civil society
- d. care for the most vulnerable and underprivileged
- e. protect creation

¹ "The immediate objective of diaconal action is to assist people in need, to defend their human dignity and the rights they hold as citizens, regardless of their formal citizenship or nationality, and to support processes that promote justice, peace and the integrity of creation." (World Council of Churches, Ecumenical Diaconia, 69.)

ELECTIONS

Item information:

According to § 2 of the statutes, the general assembly must elect the chairman of the national board, the national board, the protocol committee and the election committee. The head of the national board must be elected in a separate election. It is the election committee that prepares the elections (§ 28 of the statutes).

The regional boards have registered candidates for the elections in line with § 9-12 of the statutes.

It is possible for the general assembly's delegates to put forward new candidates for the elections until Thursday 29 June 2023 at 2 p.m. The candidates must have agreed to stand, and this must be accompanied by written information about the candidates.

8.1 ELECTION OF THE HEAD OF THE NATIONAL BOARD:

The election committee puts forward one (1) proposal for leader of the national board for the next term.

Proposed resolution:

Election of the chairman of the national board gave the following result:
(name and number of votes)
<Name> was elected chairman of the national board.

8.2 ELECTION OF THE NATIONAL BOARD:

The election committee puts forward twelve (12) proposals for members of the national board for the next term. It is a prioritized list that is put forward by the selection committee with a good mix of skills and age in mind.

There are two options for the election of the national board, depending on the decision on changes to the foundational rules and statutes at the general meeting 2023. The national board wants option two to be adopted and used so that the general assembly can adjust the composition of the members of the national board after the first round of elections.

1. By statute in force before the 2023 general meeting: Election of five (5) permanent members and five (5) deputy members is done in two (2) separate elections. The candidates are presented in priority order (Compare § 10 of the statutes).

Proposed resolution:

With the following result, the aforementioned candidates were elected as members of the national board for the coming period:

- <Name> Number of votes:
- <Name> Number of votes:
- <Name> Number of votes:
- <Name> Number of votes:
- <Name> Number of votes:

2. NMS will invest in sending and exchange

NMS will:

- send short- and long-term missionaries, with different objectives, across the global Church
- establish and develop international professional teams
- facilitate the building of relationships globally through student exchange, exchange programs for young people, inspirational trips and the use of volunteers

3. NMS will facilitate the use of talents and resources

NMS will:

- focus on education and competence building
- contribute to innovation and social entrepreneurship at various levels in the church and society
- collaborate with educational institutions on capacity development of different kinds
- make use of lessons learnt from our global work abroad in the Norwegian context

4. NMS will initiate and follow up local and global commitment to mission:

- in individuals, associations and small fellowships
- in and together with congregations in the Church of Norway
- by following up congregations, churches and organizations, inside and outside the Church of Norway, who want to use NMS to realize their mission commitment

NMS will:

- generate income for mission through donor engagement, property management and new income-generating activities
- contribute to sustainability, income, commitment and community through the NMS second hand shops
- create arenas for young adults
- cooperate with and support NMSU (the youth organisation of NMS)
- participate in the development of the camp sites
- have an active ownership of our schools; VID, NLA, Hald, KG, KVT and KVN

5. NMS will improve teamwork and efficiency in our own organization

NMS will:

- facilitate the involvement of volunteers
- have an open and constructive teamworking culture in the organization
- promote diversity among volunteers, employees and leaders
- focus on environmental and financial sustainability, travel and digital interaction

With the following result, the aforementioned candidates were elected as deputy members of the national board for the coming term:

<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:

- When deciding on changes to § 10 of the statutes during the 2023 general meeting: Five (5) permanent members and five (5) deputy members are elected. Three (3) permanent members are elected in the first election round, then two (2) permanent and five (5) deputy members.

Proposed resolution:

With the following result, the aforementioned candidates were elected as members of the national board for the coming period:

<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:

With the following result, the aforementioned candidates were elected as members of the national board for the coming period:

<Name> Number of votes:
<Name> Number of votes:

With the following result, the aforementioned candidates were elected as deputy members of the national board for the coming period:

<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:

8.3 ELECTION OF PROTOCOL COMMITTEE:

The election committee puts forward seven (7) proposals for members of the protocol committee for the next term. Three (3) members and three (3) deputies are elected in one election. The candidates are presented in alphabetical order (Compare § 11 of the statutes).

Proposed resolution:

With the following result, the aforementioned candidates were elected as members and deputies, respectively, of the protocol committee for the coming period:

Members:

<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:

Deputies:

<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:

8.4 ELECTION OF ELECTION COMMITTEE:

The election committee puts forward nine (9) proposals for members of the election committee for the next term. Five (5) members and two (2) deputies are elected in one (1) election. The candidates are presented in priority order (Compare § 12 of the statutes).

Proposed resolution:

With the following result, the aforementioned candidates were elected as members and deputy members of the election committee for the coming term, respectively:

Members:

<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:
<Name> Number of votes:

Deputies:

<Name> Number of votes:
<Name> Number of votes:

Proposed resolution:

The National Board approves the submitted proposal for the preamble to the general meeting 2023 regarding elections.

PRESENTATION OF ALL CANDIDATES



Bjørg Tysdal Moe, Suldalsosen, region Stavanger

Year of birth: 1954

Job: Pensioner with several board positions

Education: Studied social studies, Christianity and management

NMS affiliation:

National board chairman 2020-2023. Previously ran a children's association for NMS and led the children's and youth council.

What expertise do you have in these areas:

Management: Long experience with management of political committees and as deputy mayor in Stavanger.

Organisation: Active in the fellowship for evangelical students for many years, also a few years on their National Council.

Finance: Responsible for accounts at the local office in Stavanger. Accounting experience of running my own company, experience of working with municipal/county budgets and experience of working with accounting and through participation in boards for non-profit and commercial enterprises.

Personnel administration: Head of administration in the fellowship for evangelical students (NKSS) in Stavanger, and through leading boards and committees such as Norwegian Association of Local and Regional Authorities (KS) in Rogaland, deputy chairperson of KS central, head of Green City, head of Forus business park.

Mission: Run a children's association, employed in the NKSS to run the Christian school leavers work and mission projects there, engaged in the Antsirabe-Stavanger association. Also contact through relatives and friends who have been missionaries in NMS. Diligent reader of Misjonstidende.

What is your motivation for standing as a candidate for the leadership position?

I am proud of NMS and NMS' history. We now have an organization that is well equipped for the missionary task and I would like to contribute to continuing this good work.

What do you think you can add to the work in NMS/LS with your experience?

I want to contribute to interaction between NMS, the Church and the society we live in, and orderly management.

Formulate a sentence that describes your vision for NMS in the future::

NMS must function as a good tool so that volunteers and employees can together help realize the mission.

CANDIDATES NATIONAL BOARD



Ingvald Mjølunes, Bergen, region Bjørgvin

Year of birth: 1994

Job: Student

Education: Civil economist from NHH with specialization in economic analysis and social economy. Master's degree in history with a specialization in antiquity (Completed June 2023). Also has a year as a research fellow in social economics at NHH from 2019-2020.

NMS affiliation:

Has sat on NMSU Bjørgvin's regional council, first as a member, later as regional council chairman. Has sat for a period on the national board of NMSU, in the same period was NMSU's representative on NMS's national board (2015-2017). Has had a part-time position in NMS Bjørgvin, as a mission consultant in 2015-2016.

What expertise do you have in these areas:

Management, organisation og finance: Within management, organization and finance I have both practical and theoretical experience. I have a degree in civil economics from NHH with a specialization in socio-economic analysis, and wrote my master's thesis on social mobility. The study has given me basic competence in all three areas. Furthermore, I have gained practical organizational experience through being NMSU's representative on the national board of NMS, during a period when the organization underwent major changes.

Mission: As a volunteer and part-time employee of NMS Bjørgvin, I have gained basic knowledge of NMS and how mission is run today. I also took part in a mission trip to Thailand and Laos.

What is your motivation for standing as a candidate for LS?

During my time as NMSU's representative in LS, I gained a good insight into the importance of NMS's work. My motivation for standing as a candidate for LS is that the position can give me increased meaning in my everyday life, as well as that I have skills that I believe can be beneficial for NMS.

What do you think you can add to the work in NMS/LS with your experience?

With experience in socio-economic analysis and research, I can add a more analytical perspective to NMS and LS. It is important to me that the organization is in contact with the research environment, both when it comes to questions about internal structures and the organisation's relationship with the rest of society.

Formulate a sentence that describes your vision for NMS in the future:

A current organisation, safely positioned as an inspiring social actor in close contact with the Church of Norway.



Ragnhild Eikeland Floberg, Grimstad, region South

Year of birth: 1966

Job: Dean

Education: Cand.teol Mission College, Master in value-based management VID (90 credits), 60 credits in Spiritual guidance (MF/PF)

NMS affiliation:

The first year I was deputy to the National Board, in recent years I have been a permanent member. I have been a missionary in Ethiopia for 4 years.

What expertise do you have in these areas:

Management: In my work as a Dean, I have almost 10 years of experience in management.

Organisation: I work at Dnk, which is an organization in constant development. I have also worked in NMS.

Finance: As a Dean, I have co-responsibility for finances in the Joint Councils in the Deanery, also in the diocese. I have followed lectures in social economy during studies in value-based management.

Personnel administration: As Dean, I have personnel responsibility for 8 priests and all that entails.

Mission: I have studied at the College of Mission and Theology and learned about mission. As mentioned, I have also been a missionary, the last time as a theological advisor in the western synod in Ethiopia with follow-up and training of local evangelists and priests in the Blue Nile valley.

What is your motivation for standing as a candidate for LS?

After sitting for a period on the national board, I have become better acquainted with the organization from a more general perspective. I am beginning to understand more of how things work. This makes me want to sit on the National Board for another term.

What do you think you can add to the work in NMS/LS with your experience?

I believe that, with my experience as a missionary, I have an understanding of what the NMS's work consists of. My work as a Dean means that I know the Norwegian Church well and have influence in relation to what is happening there. I think this is useful in relation to Dnk as NMS's closest partner.

Formulate a sentence that describes your vision for NMS in the future::

A mission organization closely linked to Dnk with a vision to reach further with the gospel throughout the world both through preaching and training, but perhaps just as much in diakonia.



Jonas Skrettingland, Varhaug, region Stavanger

Year of birth: 1957

Job: Mayor

Education: Teacher, theologian, management

NMS affiliation:

Missionary (1986-2000), personnel manager (2000-2007), volunteer.

What expertise do you have in these areas:

Management: Master's degree in change management. Principal at a teacher training college in Madagascar, head of department and pro-rector at Diakonhjemmet college, head of office at the University of Stavanger, mayor of Hå municipality.

Organisation: Active in politics, member of the municipal council 2003 to date, Volunteer in NMS, Member of the county board of KS, member of the national board of KS (not the central board),.

Finance: Board member of various inter-municipal companies, including the Lyse group..

Personnel administration: Personnel manager in NMS, manager at colleges and universities.

Mission: Missionary, volunteer.

What is your motivation for standing as a candidate for LS?

I have been involved in missionary activities all my life, employed in NMS from 1986 to 2007. From the autumn of 2023 I will stop working full-time, and will then be able to use my time and experience in NMS.

What do you think you can add to the work in NMS/LS with your experience?

My professional life has been aimed at people and management in various contexts, both in relation to employees and volunteers. Board experience at various levels can be used in an organization such as NMS.

Formulate a sentence that describes your vision for NMS in the future::

NMS has contributed to people having a share in the Christian faith and to people having better and more meaningful lives. This must continue in a new era and in new ways that suit today's society and today's world.



Anne Sofie Rosenvinge, Skjeberg, region East

Year of birth: 1966

Job: Diocesan director in Borg diocese

Education: Economics, IT and pedagogy

NMS affiliation:

National board member (2009-2011), Leader of NMSU in the last millennium, board member MHS and NMS Eiendommer, camp leader and volunteer.

What expertise do you have in these areas:

Management: Master's level education and experience from small and large organisations, in and outside the church landscape. Mainly from the voluntary sector and the Church of Norway. Likes strategic development work.

Organisation: Have had the pleasure of working in voluntary organizations (also NMS) and at various levels in Dnk. Also knows the government sector well.

Finance: Is a qualified economist and has previously held positions as finance manager.

Personnel administration: Has studied, among other things, labour law and HR. Works daily with HR topics.

Mission: Have not worked in NMS abroad, only in Norway.

What is your motivation for standing as a candidate for LS?

A former GA had the theme "Dignified life and lasting hope", a great way to express what NMS works for. This motivates me!

What do you think you can add to the work in NMS/LS with your experience?

I hope I can contribute to innovation, despite the fact that I have a long driving time.

Formulate a sentence that describes your vision for NMS in the future::

An organization that creates space for sharing communities across national borders.



Ole Harald Neergård, Våle, region East

Year of birth: 1973

Job: Energy consultant

Education: Plumbing engineer and Agricultural mechanic

NMS affiliation:

I am currently the leader of the regional board in the East and sit as a deputy on the national board. Previously I was a missionary in Mali for 8 years.

What expertise do you have in these areas:

Management: Group leader in my last two jobs and director in Mali (MELM).

Organisation: I have experience from board positions in NMS in the Regional and National Board contexts as well as sitting on several boards such as welfare associations and entrepreneurial companies.

Finance: Has experience with finance both from a company context and in connection with a position. In my education, I also have finance and personnel management.

Personnel administration: I have had personnel responsibility in a job context for almost 16 years and some positions have also had a personnel administrative character.

Mission: I grew up with mission and was a missionary myself. The desire to be able to contribute where I am still lives on in new forms.

What is your motivation for standing as a candidate for LS?

I want to continue to be able to contribute to a living and vital missionary organization in a time of change.

What do you think you can add to the work in NMS/LS with your experience?

I know NMS well from various parts of the organization and the work. As a deputy on the national board, I have become familiar with the tasks and responsibilities that lie in LS.

Formulate a sentence that describes your vision for NMS in the future::

A vibrant and present mission organisation.



Ranveig Rønningen Saaghus, Holmestrand, region East

Year of birth: 1967

Job: Lead developer and coach (self-employed SAAGHUS courses & lectures since 2001)

Education: Media Education

NMS affiliation:

Employed as editor of Ny Horisont 1990-95, permanent donor since 1995.

What expertise do you have in these areas:

Management: Works with management development and coaching. Has had management jobs myself, both in Christian organizations and various media. Has been volunteer leader for diaconal work in the congregation for 10 years. Built up diaconal work from minimal work to more extended. Led and developed the work and volunteers, and has led bereavement groups for several years. Was chairman of the Church's SOS in Vestfold during a turbulent time.

Organisation: Knowledge of Christian organizational work in NMS 5 years, NLM 4 years. Extended knowledge of change processes/dismissal/downsizing, new establishments, growth phases in companies. As chairman of the board of Kirkens SOS, I was involved in rebuilding operations in Vestfold after a demanding closure, then actively involved in board work around the merger between Kirkens SOS in Vestfold and Buskerud.

Finance: one year at business school, sits on the board of Vestfold Vann IKS, and has an insight into some business economics through that. Runs own business.

Personnel administration: Has been a manager in various positions within the media. Also a lot of knowledge about company management "in good times and bad" through work with management development, work environment work, conflict management and various forms of HR work through my work.

Mission: In positions in NLM and NMS gained concrete experience with mission work in all kinds of days. I grew up with camps and Christian work and have always heard about missions. Since the 90s has been a regular donor to several mission organisations. Visited several mission fields in NMS Brazil (around the country), Croatia, Egypt and Madagascar. In addition, Azerbaijan, Dubai, Miami, Spain and Paris in Normisjonen and Sjømannskirken.

What is your motivation for standing as a candidate for LS?

I know the organization from my time as an employee (1990-95) and have watched from the sidelines as a supporter in the following years. Mission anno 2023 engages me. By that I mean that we must look around nationally and internationally to understand the present picture where we must find our place and way of working in order to be successful with mission work into the future. We must continuously adapt information and marketing to reach the necessary supporters nationally and internationally. Not least, we need insight into what different generations think and know about mission, NMS in particular, and what the younger generation needs to know and understand in order to contribute money and commitment in the years ahead.

What do you think you can add to the work in NMS/LS with your experience?

A varied background as a journalist and 22 years of various assistance in meetings with managers and employees, many industries give a broad knowledge of what creates good communication in print and between people. The experience from working with management development and company development into different phases has given me knowledge of how to facilitate good processes with the necessary human focus in daily operations, change processes, interaction challenges, new establishment, development, dispatch and employee follow-up.

Formulate a sentence that describes your vision for NMS in the future::

A missionary organization that emphasizes effective and respectful ways of making the gospel known through deeds and words so that it can help and touch new people, their lives and everyday life.



Lars Smeland, Tana, region Nord

Year of birth: 1969

Job: Senior advisor in the planning section at the State Administrator in Troms and Finnmark

Education: Civil agronomist within nature management, as well as Christianity intermediate subject

NMS affiliation:

Grew up with NMS in home and church. 2 years as a missionary in Madagascar. Participated for NMS in the course Life in management under the auspices of NORME. Board member of the area board for the Finnmark district since 2015.

What expertise do you have in these areas:

Management: Management was a subject in my studies. The course Life in management . Deputy head and head of the agricultural school Tsarafototra in Madagascar - 2 years. Leader in parish council, Sunday school and tweens group.

Organisation: Some organizational theory in my studies. Main shop steward in a trade union for 20 years. Broad experience from voluntary organizations and church work.

Finance: Business and resource economics as part of my studies. Civilian service as an accountant. Financial responsibility for the agricultural school Tsarafototra (2 years).

Personnel administration: Deputy head and head of the agricultural school Tsarafototra in Madagascar - 2 years. Member of the Tana church joint council for 10 years, 2 years as leader and 2 years as deputy leader.

Mission: See NMS affiliation above. Ten-sing Norway (1 year in England) and Areopagos (1 year in Hong Kong)..

What is your motivation for standing as a candidate for LS?

I have been asked to stand as a candidate from Northern Norway, and want to help further develop NMS, an organization with which I identify.

What do you think you can add to the work in NMS/LS with your experience?

I know the breadth of NMS work, while at the same time I have extensive experience from well-functioning, public organizations in Norway (municipality and state).

Formulate a sentence that describes your vision for NMS in the future::

I agree with the proposal for the NMS strategy for 2024-30: A living church throughout the world, where faith in Jesus is shared and injustice and poverty are fought.



Kjartan Bergslid, Trondheim (until 01.04.22)
From 01.04.23: Eidsberg , region Trøndelag/East

Year of birth: 1966

Job: From 1.4.23: Dean in Østre Borgevangelist Deanery, Borg diocese

Education: Cand. Theol (MF) spring 1994.
Practical theological seminar (MF) Autumn 1994

NMS affiliation:

Many camps at Mjuklia asa child (blue and red camp mark :)) . Parish priest with mission agreement with NMS for 14 years . Head of the program committee and member of the main committee GA / Summer festival 2023.

What expertise do you have in these areas:

Management: During the spring of 2023, I will complete Pastoral leadership training VID (30 credits). Vicar in the Norwegian Church for 22 years. "Leadership in church and society" (VID) spring 2017 (10 credits. Project manager for the development project Regional Pilgrims Centre Stiklestad 2012-2015. Chairman of the Stiklestad Pilgrims Centre 2016-2020.

Organisation: Chairman of the District Board of the Finnmark YMCA-YWCA 2000-2004. Priests' representative in Nidaros Diocesan Council 2009-2015. Member of the Church Council 2010-2016. Board member of Olavsfestdagene/ Olavsfestival 2017-2019.

Personnel administration: The immediate superior of the General Manager at Stiklestad Pilgrims' Centre.

What is your motivation for standing as a candidate for LS?

I feel that NMS is the missionary organization that is closest to Dnk. The organization is thus a very important resource for the church to realize its vision of being a "missionary folk church".

What do you think you can add to the work in NMS/LS with your experience?

I believe that with my 27 years as a parish priest in Dnk, I know a lot about how NMS can interact as best as possible with the congregations. I can contribute to further developing the work in SMM.

Formulate a sentence that describes your vision for NMS in the future::

NMS will help Norwegian congregations to be faithful to Jesus' mission: fight injustice, share faith in Jesus and eradicate poverty.



Kaja Burhol Austad, Halden, region East

Year of birth: 1993
Job: Parish priest
Education: Cand. Teol

NMS affiliation:

Former yearling for NMSU in Barrow in Furness. After finishing my service, I joined the event committee for the discipleship conference. I was then chosen to be part of the leadership group of F2, which was NMS's initiative for young adults in Fagerborg church.

What expertise do you have in these areas:

Management: I work on a daily basis as a vicar in the Church of Norway and exercise a lot of management in connection with that. Both in relation to volunteers, confirmands, parish council, worship leadership and everything that goes with being a vicar. I have also sat in the management group of F2 for several years

Organisation: I have broad experience in organizational life through several different positions both in NMS, student and student councils, devotional and worship committees, youth work and the steering group for "the road to priestly service". Right now I sit in the 8 March group in Halden - as well as two parish councils.

Personnel administration: Little experience with personnel administration, but a good deal of experience with the administration of volunteers with the common features it has.

Mission: I myself have been a yearling in one of NMS's mission countries, as well as a short-term missionary in Cambodia through *Go Out Centre's* line "global disciple". The study on global discipleship, NMS's one-year course at Hald and credits in missiology and religious dialogue mean that I have both experience in the field, as well as a professional background.

What is your motivation for standing as a candidate for LS?

My motivation for standing as a candidate for LS is to help ensure that NMS can continue its good work. In NMS, I have had the chance to experience great acceptance and mission commitment - I want to help develop and pass that on. I want to help create commitment to mission - and continued breadth in the organisation. We need all types of people in this important mission.

What do you think you can add to the work in NMS/LS with your experience?

I have broad cross-denominational experience, mission commitment, connection and good knowledge of an important collaboration partner of the NMS; The Norwegian church. There are many young adults who are involved in NMS - I want to be a voice for us, and a breath of fresh air with new perspectives in addition to having a background of experience and professional expertise.

Formulate a sentence that describes your vision for NMS in the future::

That NMS continues to be an important voice for mission - through continued struggle for justice and dignity so that people can meet God's love and have their lives changed in both Norway and the world.



Jogeir Hollevik Tangvik, Kattem, region Trøndelag

Year of birth: 1978
Job: Social worker/Children's coordinator
Education: Social work

NMS affiliation:

My connection to NMS has been as a camp participant and camp leader at Mjuklia, Board member/deputy/regional board chairman in NMSU-Trøndelag, NMSU's representative on Regional board for the Trøndelag region. Board member/vice board member for Region Trøndelag, KIA, and 9 years as NMS's representative on the board of KVT.

What expertise do you have in these areas:

Organisation: Has been a permanent member of the parish council for 4 years, and 4 years as deputy. 2 terms as deputy member of the national board of NMS.

Finance: Purchasing responsibility for goods and services in the department, including following up on various service agreements. Finance is included as part of the work in the various board positions. Also operates real estate rental.

Personnel administration: Previously had supervisory responsibility for students and Apprentices. Has been a shop steward for FO, and has been a safety representative in the department for approx. 100 employees.

Mission: Has visited NMS's work in Hong Kong, and been on a team trip to Cameroon/ Ngaoundèrè for approx. 3 weeks.

What is your motivation for standing as a candidate for LS?

A commitment to ensure that NMS, together with the church, will also in the future be a living and viable missionary organization both at home and in the world

What do you think you can add to the work in NMS/LS with your experience?

After many years at NMSU and NMS, I know both organizations well, and followed the changes that have taken place. I have also been involved in several reorganizations and change processes in the municipal system, which has given me experience and knowledge.

Formulate a sentence that describes your vision for NMS in the future::

We must have knowledge and respect for our history, try to understand the present, in order to become a viable organization that can make an impression on people in Norway and around the world.



Knut Johan Rønningen, Ulsteinvik, region Møre

Year of birth: 1954

Job: First worked for 1.5 years in Tanzania for Norad with projects related to water supply and village development. Then 15 years in upper secondary schools as a lecturer and advisor, and finally held various management positions in the Ulstein Group and Rolls-Royce Marine AS for 23 years. Is now retired.

Education: Lecturer training at the University of Trondheim with a major in the geography of developing countries.

NMS affiliation:

Has been a member of the Children and Youth Council and the regional board in Trøndelag district, the National Youth Council and the regional board in Sunnmøre district. Is now a volunteer employee at Kjelsund Youth Centre and a member of the Area Committee for Southern Sunnmøre.

What expertise do you have in these areas:

Management: Various management positions for 23 years have given me good competence in management. Has also completed management training.

Organisation: In addition to my involvement in NMS, I have been active in Ulstein YMCA-YWCA and am now a member of the board of Hareid and Ulstein Y's Men. I am also involved in Sunnmøre Folkehøgskole's development projects in Tanzania. Has been Møre Bispedømme's member of the Board of Directors in the Church's Relief Society.

Finance: Has held a managerial job for a business area in Rolls-Royce Marine AS with financial responsibility.

Personnel administration: Has held management positions with personnel responsibility and was personnel director at Roll-Royce Marine AS for 7 years.

Mission: Board work both locally and nationally in NMS and experience from development projects in East Africa.

What is your motivation for standing as a candidate for LS?

Work with strategy and organization to utilize resources in the best possible way..

What do you think you can add to the work in NMS/LS with your experience?

Good knowledge of NMS through many board positions in the organisation. Has broad experience from management/personnel administration and useful experience with project implementation in developing countries.

Formulate a sentence that describes your vision for NMS in the future:

Working together to make a difference for individuals and congregations..



Ingfrid Mullen, Hylkje, region Bjørgvin

Year of birth: 1969

Job: HR advisor / personnel advisor in Bjørgvin diocese since August 2013

Education: Corresponding to a Master's degree with two additions in music, Christianity, pedagogy, special education, value-based management.

NMS affiliation:

Volunteer in the Bergen Midt- and Vesthordland area of NMS, member of the area board for two terms, chairing the last term. Is now a deputy member. Employed from August 1996 - July 2013: missionary in Paris, child and youth worker in Bjørgvin, head of administration in Bjørgvin, secretary with coordination responsibility for NMS general assembly in 2008 in Bergen.

What expertise do you have in these areas:

Management: Project management during preparations and implementation of GF 2008. Management support in work as an advisor.

Organisation: Different board experience from voluntary work in corps, KIA (Christian intercultural work) regional council and NMS. Representative in NMS's employee association (MAF) and in Parat for the church sector.

Finance: Experience with budget and accounting reporting.

Personnel administration: Good insight into general personnel administration, sick leave follow-up, pensions, follow-up of employees, HSE, working environment law and employment processes in the church.

Mission: Missionary for 8 years in Paris, working in Norway, volunteer in NMS Bjørgvin and volunteer in KIA.

What is your motivation for standing as a candidate for LS?

I have seen what NMS's work has meant at home and abroad, and I see what NMS means to congregations in the Church of Norway. I want to contribute to ensuring that NMS's workers and volunteers have good framework conditions, and contribute to good resource management.

What do you think you can add to the work in NMS/LS with your experience?

My experience from NMS and my HR expertise can be useful in analytical work with long-term plans and contributions to the sustainable operation of NMS.

Formulate a sentence that describes your vision for NMS in the future::

NMS - an innovative and sustainable organization that leads people to Christ and builds disciples.

CANDIDATES PROTOCOL COMMITTEE



Peter Odd Bjørkhaug, Hildre, region Møre

Year of birth: 1956

Job: System architect for an IT system in a bank

Education: Assistant professor, university education in computer science

NMS affiliation:

I was a member of the main committee for GA-1993 in Ålesund and the main committee GA-2020 in Ålesund. I have been principal conductor for GA-2014 and GA-2017. I am a member of the regional board in Møre and I am a member of the control committee.



Finn Ove Kaldhol, Ulsteinvik, region Møre

Year of birth: 1952

Job: Retired vicar and missionary priest

Education: cand.theol

NMS affiliation:

Student at the University of Missions 1973 - 1980. Missionary for NMS in Cameroon 1981 - 1993 including 2 years in home work. Area secretary Normøre and Romsdal area of NMS 1993 - 1999. Regional leader Møre 2000 - 2001. Missionary in Cameroon 2001 -2009. Member of the board for Phillipshaugen, and part of the time chairman of the board. Can't remember the year, but a number of years after 2012 and until Phillipshaugen was sold. Member of the Area Committee for Romsdal for 6 years (2015 -2021).



Øyvind Meling, Tomter, region East

Year of birth: 1957

Job: Senior advisor to the Church Council

Education: Cand.theol w/internship (ordained priest)

NMS affiliation:

Local association member. Regional board chairman Oslo - Borg 2006-2011 . Deputy chairman of the National Board 2011-2014. Head of the national board 2014-2017.



Lene Christine Mikalsen, Oslo, region East

Year of birth: 1965

Job: General manager in the congregation, ambulatory substitute in the Oslo church

Education: Adjunct professor plus Master of Management

NMS affiliation:

Teacher/principal at the Norwegian school in Hong Kong 92-94, 2.5 years. Chairman of the area committee and deputy chairman of the Regional Council, Oslo Borg. 00-05. Deputy to the Protocol Committee. 20-23.



Svein Nybø, Randaberg, region Stavanger

Year of birth: 1956

Job: Priest

Education: Agronomist, theologian

NMS affiliation:

Missionary in Thailand 1984-1995. Head of administration in NMS 2002-2009. As head of administration, I also had duties as board member of the Norwegian Teachers' Academy (NLA Sandviken) 2002-2009, of which board chairman from 2004-2009, board member of the College of Mission and Theology 2002 - 2009, board chairman of the Centre for Intercultural Communication (SIK) 2006-2008 and board member/chairman of several endowments/foundations in which NMS was involved.



Johannes Sjøfteland, Oslo, region East

Year of birth: 1960

Job: Controller

Education: Bachelor of Business Administration (BBA)

NMS affiliation:

Missionary in Cameroon for 2 periods, from 1991 to 1996 and 1997 to 2000.

Candidates presented in priority order

CANDIDATES TO THE ELECTION COMMITTEE



Astri Wessel, Vinjeøra, region Trøndelag

Year of birth: 1947

Job: Pensioner

Education: Assistant professor

NMS affiliation:

Has been leader of an association, area committee and regional board and deputy chairman of the national board. Is a member of the area committee and regional board.



Odd Bjarne Ellefsen, Kristiansand, region South

Year of birth: 1973

Job: Parish priest

Education: Cand. theol.

NMS affiliation:

2001-2011 Missionary in Japan, 2011-2013 Employee in NMS East, Member of the selection committee in NMS from 2020.



Dorrit Vignes, Finnøy, region Stavanger

Year of birth: 1984

Job: Quality manager

Education: Executive Master in Business Administration

NMS affiliation:

Former head of organization at NMSU. Grew up with an NMS children's association and where planning of the NMS bazaar is still an important part of the annual cycle in the family.



Else Storaas Vatne, Oslo, region East

Year of birth: 1958

Job: Department manager KIA Welfare and work, Oslo

Education: Nursing/deaconry/administration and management

NMS affiliation:

Employed in NMS 25 years, of which 14 as a missionary in Cameroon and Mali, LS member 7 years.



Per Ørjan Aaslid, Ski, region East

Year of birth: 1968

Job: Church warden

Education: Theology, administration and management

NMS affiliation:

Head of NMS's line at Hald Internasjonale Senter from 2001-2006. Missionary in Madagascar from 2006-2012. Member and deputy chairman of the national board for two periods, from 2017-2023.



Anne Elisabeth Kaldhol, Oslo, region East

Year of birth: 1989

Job: Librarian

Education: Bachelor in library and information science

NMS affiliation:

I have been involved in NMS since I was a child, as a camp participant and then as a camp leader. I have been part of the NMSU Regional Council in Bjørgvin and East for various periods and sat as the NMSU regional council's representative on the NMS East regional board 2014-2018. Now I sit on the Christmas fair committee in Oslo and on the board of NMS Connect Oslo.



Bjørg Marie Myhre, Elnesvågen, region Møre

Year of birth: 1966

Job: Parish priest in Vågøy and Myrbostad parishes, Møre diocese

Education: Trained priest and work supervisor

NMS affiliation:

Was employed at NMS and NMSU from 1989-1991 and from 2001-2018, plus a few months in the mid-1990s. Work as manager at NMSU Møre from 2001-19. Position: has represented NMSU in NMS Møre's regional board and been employee representative in NMSU National Board, as well as represented NMSU employees in the negotiation committee of NMS and NMSU.



Arild Øystese Hansen, Ål, region East

Year of birth: 1956

Job: Pensioner

Education: Civil agronomist

NMS affiliation:

About 12 years for NMS/FLM in Madagascar (1979-2010). Previously head of the area board NMS Øvre Buskerud. Former member of the regional board for NMS - TEVEBU. Assignment for NMS as a private advisor



Harry Omdal, Kristiansand, region South

Year of birth: 1949

Job: Pensioner

Education: Office training, Bible school, administrative education Diakonhjemmet, Menighetshøgskolen Stavanger.

NMS tilknytning:

Employed in NMS in various positions (CEO, circuit secretary, recycling consultant, personnel consultant) from 1983 to 2010, head of the Employees' Association, employee representative in LS for a period, now editor of Regionblad Sør, member of the area committee for Kristiansand.



Arild Tobiassen, Farsund, region South

Year of birth: 1954

Job: Dentist

NMS affiliation:

Formerly: Head of the Lyngdal mission association, Head of the area committee, Regional Board, Member of the National Board.

