

## Mission Rediscovered – Developing a Strategic Plan for World Church Relationships as the global expression of One Mission

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<b>Status of Paper</b>	Final
<b>Action Required</b>	Discussion
<b>Draft Resolution</b>	44/1. The Council receives the report.

### Summary of Content

<b>Subject and Aims</b>	To seek the Council's view as to how the World Church Relationships strategy is developed
<b>Main Points</b>	<ul style="list-style-type: none"> <li>• Nature of how we understand partnerships</li> <li>• Ways of expressing partnerships</li> <li>• Models for cohesive, strategic global engagement</li> </ul>
<b>Background Context and Relevant Documents (with function)</b>	SRC/15/10 Mission Rediscovered One Mission Working Party Report (36) to the 2014 Conference
<b>Consultations</b>	All Partners Consultation 2010 - 'Re-imagining Future Mission Together' Pre conference Consultations 2011 to 2014 Strategy & Resources Committee February 2015 Chair of the Mission and Ministry in the World Church Sub-committee (Connexional Grants)

### Summary of Impact

<b>Wider Connexional</b>	Refines our global partnerships
<b>External (eg ecumenical)</b>	Refines our ecumenical partnerships

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### 1 Background

- 1.1 Following the decisions of the Conference in 2012 and 2013 to adopt the One Mission vision statement, and set up the One Mission Forum, work has been underway to develop a strategy for how the Methodist Church in Britain holds partnerships and manages relationships with partners and groups across the world. During this process, two key questions have been considered: how we define our partners and how we then express that partnership through our relationships and programmes. At its last meeting the SRC considered some responses to these questions and requested that this document be brought to the Council for comment and discussion, to shape and further develop this strategy.
- 1.2 The 2013 Conference made the bold move fully to integrate the 200 year old history of Methodist Missionary societies into the Methodist Church (MCB). This followed seven years of working parties and statements focusing on *Our Calling* and the *Priorities*, which helped develop the vision for One Mission. The Methodist Council now assumes, through Standing Orders and the One Mission Forum (which takes effect from 1 September 2015), the responsibility for ensuring that each Methodist member:
- has a clear commitment to be actively and intentionally engaged in mission, and
  - has access to information, training and materials that make engagement in that mission a realistic possibility, whatever their age and stage.
- 1.3 This leaves the Church with the challenge of identifying alternative strategies to ensure that, while its members may have lost their simultaneous membership of the Church and the Missionary Society, they continue to be well equipped for mission and do not lose their enthusiasm.
- 1.4 This also gives an exciting opportunity for the Methodist Church to review its activities and involvement with partners. It offers the chance to explore new ways of working to replace areas of work that have become outdated, and to refocus support on further development of key areas of core work.
- 1.5 The One Mission Working Party noted that this task ‘involves changing people’s mindset about mission... [and that] this will only come about through the regular sharing of mission stories...’ The purpose of the One Mission Forum is, ‘to enable representatives of the Districts to confer, share insights and develop vision, thereby assisting the Church in developing and implementing a strategic vision for mission which is both local and global.’ (Minutes of the Conference 2014)
- 1.6 In the 18<sup>th</sup>, 19<sup>th</sup> and early 20<sup>th</sup> centuries, British Methodists ventured into new territories to share their faith and establish Methodist Societies and churches. Today, however, attitudes towards primary evangelism and establishing new church communities have left the Methodist Church uncertain of its role and what activities it should support in other countries. Many Partner Churches have renewed their mission endeavours and begun to work in new regions and countries. In developing this strategy, it is hoped that the Methodist people in Britain will be enabled to be part of that renewal, contributing to it and

allowing its vigour to permeate their local mission. The old mentality where overseas mission was seen to be a 'sending' of people and resources from the UK has already changed significantly. Our future vision is of dialogue and partnership from which this country has much to receive as well as much still to give.

## **2 Strategic Vision and Aims**

- 2.1 In this context, our vision for the World Church strategy is that it will:
- express the global dimension of the One Mission Strategy of the Methodist Church;
  - embody the deep sense of shared history, culture and purpose that binds together the people called Methodist across the world;
  - deliver programmes of practical support for overseas partners, which are relevant, flexible and sustainable, and are to the mutual benefit of all those involved
  - provide a mechanism for the engagement of districts, circuits and individuals within the Methodist Church with the continuing mission of the church beyond these shores.
- 2.2 In pursuit of this vision, the strategy under development will aim to:
- give clarity to definitions of overseas Partner Churches and Partner Organisations enabling an annual review process of partnerships and levels of engagement;
  - develop the most appropriate methods for grant funding partners taking into account the partners' priorities and the levels of funds available;
  - improve regular consultations with partners to enable reciprocal sharing and learning around mission, evangelism, social and advocacy issues;
  - diversify the range of opportunities for people to engage directly in mission with overseas partners and offer opportunities for deepening understanding and fellowship between individuals of different cultures and contexts.
- 2.3 Reviewing our partnerships annually will take us back to basic principles. Reflecting this vision and these aims will focus our global activities in the future.

## **3 World Church Relations – Partner Relationship Review**

- 3.1 It has become apparent that there is a need for clearer definitions of what, and who, is a partner of the Methodist Church. Being a partner is primarily about the nature of relationship that is held, rather than a financial relationship that may or may not exist in an individual case. A clear definition of our partners is the prelude to a categorisation of them in accordance with their needs and capabilities, which in turn will enable us to interact with all Partner Churches strategically and with integrity.
- 3.2 The following definition of Partner Churches is offered for debate:
- Those which hold membership of a body comprising churches, of the Wesleyan tradition, from other countries of which the Methodist Church in Britain is itself a member eg World Methodist Council, European Methodist Council.
  - Any additional Methodist, United or Uniting church that has developed as the constitutional successor of a former Overseas District.
  - Any other overseas church that may be specified from time to time by the Methodist Council.
  - Any emerging overseas church not yet specified by the Methodist Council for a maximum period of twelve months from the point of initial engagement.
- 3.3 If the above was thought to be a good way forward changes to Standing Orders may be required.

- 3.4 For the purposes of this definition, the United Methodist Church (UMC) could be approved as one Partner Church as it already is in the Deed of Union and therefore the membership of the Conference.
- 3.5 It is also necessary to define what is understood to be a 'Partner Organisation'. Using the above definition of a Partner Church, Partner Organisations could be defined as:
- Any organisation that itself is fully part of a Partner Church.
  - Those which hold membership of a body, of which the Methodist Church in Britain (MCB) is itself a member, whose work is focused in a country with an existing Partner Church.
  - Organisations and institutions which are not a Partner Church but hold a close relationship with a Partner Church and are used by a Partner Church to further their mission and ministry eg an independent ecumenical theological college.
- 3.6 If these definitions prove acceptable, the appropriate level of relationship with each Partner Church or Partner Organisation can be determined. The World Church Relationships (WCR) team intend to review all current partners using a matrix of criteria. Standard criteria will be agreed and used for this Partners Relationship Review, and may include economic factors (state of development of the partner's country) as well as organisational ones (capacity to make good use of external support). The result will be a "score" or ranking of the strategic priority to be given to each partner. Annual revisions to 'partnership strategies' will also be undertaken giving clear direction on how WCR/MCB will relate to the partner over the short, medium and long term.

A draft of the matrix of criteria is included in an appendix to this report and comments on this are invited.

#### New Relationships

- 3.7 'One Mission' is an approach which re-affirms a long recognised truth that challenges the church to pursue, with intention, the potential mutual benefit yielded by developing new relationships. These contemporary relationships must maximise the contribution that each partnership brings to One Mission and the development of the Methodist Church in Britain. Placing a focus on new churches such as those in South East Asia (Vietnam, Cambodia etc), Rwanda, Eurasia, Central Europe and some parts of North Africa, is likely to result in reduced financial support to long-standing partners in other historically Methodist regions.
- 3.8 New relationships are likely to be formed in partnership with either a nearby local Partner Church or with a section of a UMC Conference. This highlights the global nature of Methodism and gives opportunity for the various partners to play to their strengths and level of resources. This avoids duplication of work whilst working together to complement mission activity.

## **4 Expressing the Relationship**

- 4.1 The Methodist Church already expresses its relationship with partners in a variety of ways, summarised below, and a range of new initiatives has also been proposed. The Council is asked to comment on the ideas and suggestions within this section.

#### Current programmes

- 4.2 Our relationships with partners are currently expressed through two main types of programme:
- Mission Partners are sent overseas to work in and alongside Partner Churches and Organisations. The total cost of this programme to the World Mission Fund is currently around £1.6m per annum (2015/16 Budget);
  - Grants are made from the World Mission Fund under the following four streams (with 2015/16 Budget shown):
 

○ Scholarship and Leadership Training (SALT)	£500k
○ Nationals in Mission Appointments (NMAs)	£800k
○ General Grants	£425k
○ Annual Rolling Grants	£1,340k
- 4.3 Mission Partners are discussed further in section 4.8 below. For further details of the grant programmes, and the way that grants are made and administered, reference should be made to the separate paper from the Connexional Grants Committee.
- 4.4 It is not currently proposed to discontinue any of these programmes but the future strategy is likely to include:
- rebalancing expenditure and grants between programmes as required by the outcome of the Partner Relationship Review;
  - doing *less* of some things that have happened in the past, and/or discontinuing them with certain partners;
  - releasing resources for new programmes, as discussed in the next section.

#### Developing People to People Programmes

- 4.5 Methodism within Britain has a rich diversity of links with partners across the world. The contact and movement of people within those partnerships is hugely important, attractive and motivational for many, especially for young people and new disciples. It is a significant way to build and support Methodism and its mission activity in Britain, while at the same time expressing solidarity with the wider Methodist family, many parts of which work in a very different environment for mission than the one we experience in these islands.
- 4.6 The All Partners Consultation recommended that the Methodist Church engage more in people-to-people exchange:
- *By recognising the incarnational mission imperative of people crossing boundaries and learning to live alongside others.*
  - *By building exchanges of personnel based on deep respect, establishing good protocols and in a spirit of mutual partnership.*
  - *By enabling and facilitating encounters of many kinds that enrich our churches and our faith; and by committing ourselves to short, medium and longer-term exchanges of people.*
  - *By committing ourselves to the training and preparation for all personnel sharing, to be done in collaboration to ensure mutual accountability.*
  - *By promoting initiatives that build capacity such as scholarships and skills based training, notably south to south.*
- (All Partners Consultation 2010)*
- 4.7 Existing, re-envisioned and new mission personnel programmes might include opportunities for:
- **Twining** with Districts/circuits building links with a particular partner

- **Volunteers** (of any age over 18) who, after selection and cross-cultural training, work with a Partner Church for 4-12 months, benefitting the partner's mission and, on their return, local mission in their own circuit.
- **Lay professionals with a specific skill** which has been requested by a Partner Church, to be sent in whatever way meets the need and to include those who have recently retired, who often have a wide variety of skills and experience to offer the projects and enterprises of our Partner Churches.
- **Mission practitioners** from a Partner Church to spend 3 months in a circuit/district engaging and inspiring British Methodists with their experience of mission.
- **Ministers taking sabbaticals** will be encouraged and assisted to offer time in the theological colleges of Partner Churches.
- **Student Ministers** will be helped to experience some exposure to global Methodism either in the UK or abroad. This will be in addition to any time that student ministers may spend in another theological college in a different country and would enable them to gain a greater understanding of Methodism in another culture and context.
- **Work teams and group visits** are a successful feature of the participation of the Irish Connexion in the worldwide family of Methodism and their considerable expertise could be shared.
- **Mission Interns** are young people, normally graduates, who are looking both to gain work experience and also to consider what it means to live and breathe a local and global reality. This programme will combine six months with a Partner Church or institution and then six months in the UK working in an MCB institution, the Connexional Team or a local church.

It is intended that some of these programmes may operate reciprocally, subject to practical restrictions.

#### Mission Partners

- 4.8 It is clear that long-term Mission Partners are still being called by God to serve the Church in the wider world. Two selection panels are held each year. Our partners remain grateful for the commitment, skill and solidarity of the Mission Partners we send. The British and Irish Connexions are widely appreciative of their work and both prayerfully and financially committed to supporting them. The testing of call and ability to represent the Methodist Church, careful training and preparation make this a distinctive programme which offers a unique contribution among the British denominations. The Partner Relationship Review will also explore which existing partners still benefit from receiving Mission Partners and which new locations of work would be appropriate for Mission Partner placements.

#### District overseas relations

- 4.9 Many Districts have good relationships with Partner Churches. Part of this includes Districts resourcing our partners, and connexionally we can together support other Districts to do the same.

#### Representation at the Conference

- 4.10 Standing Order 107 (1)(ii) provides for the following representation at the Conference, with the status of associate members: "twenty persons appointed by other autonomous conferences, other Methodist churches and united churches in which Methodists have joined". Para (2) of the same Standing Order requires the Council annually to recommend which bodies should appoint these associate members and in what numbers, and Para (3)

requires the Council to appoint two of the associate members as full members of the Conference.

- 4.11 It is suggested that in future there be fewer associate members, though sufficient numbers will be invited to ensure at least one overseas participant in each ordination service. The associate member or observer role is often a difficult one; language, procedure and a preponderance of internally focussed debates make contribution increasingly unlikely for many partners. It is time to recognise that inviting heads of large Partner Churches in this way is not the most effective way to engage effectively in the one mission of God. This change would require amendment to SO 107 (Associate Members of the Conference) in order to give the Council discretion to determine the number of associate members to be invited each year up to a maximum of 20.
- 4.12 It is suggested that the requirement for two Associate Members from Partner Churches to be invited to be full voting members be left unchanged, as would the provisions of the Deed of Union for both the Irish Conference and the General Conference of the United Methodist Church to appoint two members of the Conference.

#### Consultations

- 4.13 Global issues are increasingly being tackled in partnership with affected churches for example:
- tax justice with Zambia and other African partners
  - religious freedom with Pakistan and Sri Lanka
  - economic poverty within Latin American communities
  - migration with European churches
  - climate change with Pacific partners
- 4.14 In each case, the technical and political expertise in both of the local churches, and Connexional Team has been utilised. It is suggested that, in future, Partner Church Consultations are organised by World Church Relationships on regional or thematic lines within agreed key mission priorities rather than a general invitation to attend the Methodist Conference and a preceding consultation based on a four-yearly rotation. Consultations may be either in Britain or regional, encouraging multi-lateral engagement by partners.

#### Discipleship and Ministries Learning Network

- 4.15 The Discipleship and Ministries Learning Network (DMLN) has a global engagement on a number of levels. This will often be in conjunction with WCR and includes working together to better advertise the possibilities of a world church element within sabbaticals, student minister placements and various One Mission developments. To help facilitate this, regular DMLN-WCR meetings have already been established. In the regions, DMLN staff work to support Fellowship Groups., and the Director of Scholarship, Research and innovation has initiated study trips to Palestine and Taizé. Through the DMLN there is a Methodist involvement in the editorial panel of the journal *Re:Thinking Mission* which is to be revived. The centres of the Network have various aspects of global engagement including hosting SALT scholars and other international students and through the work of Cliff College International Training Centre.

### **5. Joint working with the Methodist Church in Ireland**

- 5.1 The Methodist Church has worked in partnership with the Methodist Church in Ireland (MCI) on developing world church relationships for many years. MCI has a strong history of overseas mission and a continuing enthusiasm, expressed through various programmes

including short-term visits and the sending of Mission Partners. MCI makes a small contribution to the World Mission Fund to help support Mission Partners originating from Ireland. A bilateral consultation between WCR and MCI/Methodist Missionary Society (Ireland) (MMS(I)) is being planned to re-evaluate and clarify areas of joint working and new possibilities of independent activity as MCI/MMS(I) grow and develop their own understanding of One Mission.

## **6. Models for cohesive, strategic global engagement**

- 6.1 A further area for consideration is the need for a cohesive and strategic approach to the variety of ways that MCB engages with global partners. The Methodist Church sends representatives to a number of global Methodist and ecumenical bodies/gatherings including the European Methodist Council, World Methodist Council (including the British Committee), World Council of Churches, and European Council of Churches amongst others.
- 6.2 To ensure a strategic approach towards the global aspect of mission, it is important that these groups feed into each other. The One Mission Forum will be an important gathering for information to be shared and may be able to influence vision and thinking, however its purposes are not around policy making and strategic approaches to mission.
- 6.3 One possible approach towards a more cohesive strategic approach for policy around global engagement would be to set up a small steering group to work on structure, policy and practice. The Council is asked to consider if it would like any work to be done to explore how this might be carried out. The Connexional Secretary, Connexional Ecumenical Officer and World Church Relationships Team Leader, together with Chairs of relevant committees could bring proposals to a future meeting of the Council if this was thought to be worth exploration.

## **7. Funding and Resources**

- 7.1 In the most recent year (2013/14), the expenditure from the World Mission Fund (WMF) was £4.03m, an income excluding investment returns of £2.15m and a fund balance at year end of £20.0m. These investments produced an income of £1.36m in the year, making total income £3.5m. Arguably, the funding position is worse than these figures suggest due to timing issues related to three-year rolling grants, the majority of which had been committed already in previous years. As will be seen below, the budget for 2015/16 predicts a deficit on the WMF of £1.85m. Differences between income and expenditure are currently drawn down from the free reserves.
- 7.2 It should be noted that as the fund balance decreases, the income from investments will also fall. Live giving (including legacies) has been in decline for many years. This impacts both the fund itself and the amount paid over to MCF from the management charge. There has been little attempt in recent years to increase proactively the live giving or legacy income to the WMF.
- 7.3 The above proposed changes to the work of WCR would result in a rebalancing of the apportionment of fund expenditure to the different aspects of the work.
- 7.4 Further strategic direction for the levels of WMF expenditure, income targets and investment requirements is currently being looked at. Once these have been determined the level of work undertaken and the allocation of available funds can be properly set. This will also support the review of the WMF reserves and investment policies which is currently being undertaken.



## Income

7.5 The table below shows income over recent years:

(Figures taken from MMS/WMF year books for comparison only)

Year	Donations (£k)	Legacies (£k)	Investments (£k)	Other (£k)	Total (£k)
00/01	3,726	550	717	421	5,414
01/02	3,220	1,815	842	555	6,432
02/03	3,016	740	598	572	4,926
03/04	2,967	407	730	556	4,660
04/05	3,016	779	621	672	5,088
05/06	3,195	1,102	769	652	5,718
06/07	3,160	566	815	776	5,317
07/08	2,887	311	693	1104	4,995
08/09	2,760	440	690	770	4,660
09/10	3,215	649	429	658	4,951
10/11	3,151	926	583	112	4,772
11/12	2,851	466	640	0	3,957
12/13	1,696	1,404	1,242	0	4,342
13/14	1,814	314	1,357	20	3,505

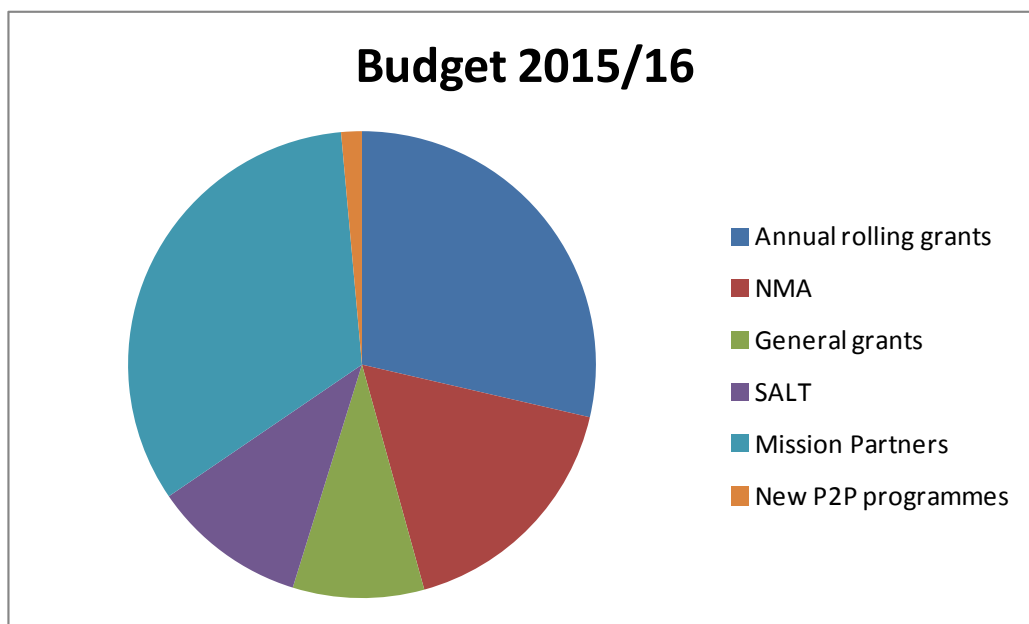
## Expenditure

7.6 The costs of World Church grants programmes are met from the World Mission Fund (WMF). The administrative and overhead costs of delivering those programmes fall to the Methodist Church Fund, and a proportion of those costs are recovered from the WMF through a management charge on income.

7.7 Budgeted expenditure from the WMF in 2015/16 is shown below. In the context of declining income, WCR programmatic expenditure is expected to exceed income by £1.1 million. Once other calls on the WMF are included, the total deficit for the year is budgeted to be £1.85 million.

World Mission Fund	2015/16		
	£ 000s		£ 000s
Income		£	3,760
<b>Expenditure on overseas Mission Work</b>			
Grants payable	-£		3,075
Mission Partners	-£		1,614
Other WCR	-£		159
DMLN	-£		200
WCC/WMC	-£		122
Management Charges	-£		441
Subtotal		-£	5,611
Total Deficit		-£	1,851

7.8 The balance of expenditure between the various programme streams is illustrated in the pie chart. The budgeted figures largely reflect a continuation of previous spending on existing programmes, with a small provision for “new” People-to-people (P2P) work.



#### Impact on the World Mission Fund

7.9 The 2015/16 budget also forecasts the cumulative impact on the fund balance over the period to 31 August 2018. On current trends (ie assuming a continuing decline in revenues and largely flat overall expenditure) the balance is forecast to fall by £5.6 million. This is clearly not sustainable for the long term.

#### **Change to WMF balance on current projections**

	£ 000s
<b>Opening balance 2015</b>	<b>£20,315</b>
Cumulative deficits over 3 years 2015 - 18	-£5,766
<b>Closing balance 2018</b>	<b>£14,549</b>

## **8 Questions for discussion**

The Council is invited to offer its views and suggestions on the following:-

- a) the definitions and categorisations of Partner Churches and Partner Organisations (Section 3)
- b) developing new relationships and People to People programmes or discontinuing present ones (Section 4)
- c) the changes to World Church representation at the Conference (paragraphs 4.10-12)

d) further work to be done on models for cohesive, strategic global engagement (Section 6)

Question on Section 7 (funding):

e) the budget before the Council assumes that the current level of expenditure will continue from the WMF to sustain the current work – this will mean reducing the cumulative balance on the Fund. Does the Council feel this is good stewardship and does it wish to see some innovative thinking done around raising funds for the WMF over the next few years to address this?

#### **Note from the SRC**

At its meeting in February the SRC received this paper in draft form and had a lengthy discussion about the subject. The SRC recognised that many people in the Church were very committed to the 'World Church' and had worked tirelessly for world mission over many years. It was felt very important that proper and extensive consultation should take place about the content of the paper. Hence the Council is being asked for its views on the substance of this paper. As a result a number of other consultations are also being set up.

#### **\*\*\*RESOLUTIONS**

**44/1. The Council receives the report.**

## **Appendix**

### **Undertaking the Partner Relationship Review**

A variety of factors will need to be taken into account in assessing both new and existing partners. These are likely to include socio-economic factors related to the country concerned but also more specific criteria related to the state of development of the church, the level of alternative funding which it can access, and its own approach to mission. An example of how these can be presented on a matrix is shown on the next page. Other important considerations reflect the capacity of a partner to absorb funding, including the state of its financial controls.

A “quantified” assessment may still need to be combined with further qualitative considerations but the output should be a formal scoring of Partners showing their priority for support from MCB, as well as indicating the most appropriate kinds of programme to offer.

#### ***New Partners / Qualitative assessment***

The following questions illustrate the thought process when determining an appropriate level of support to offer a new Partner Church:

1. Is there already an indigenous local church that is close enough to the Methodist tradition that the new Partner could be encouraged to associate with them? If so, the MCB to look at that partnership and assist in helping joint work develop.
2. Is the group distinctively different from other denominations around them? If not then MCB to maintain level of support for those other churches if appropriate. If significantly different (eg Congolese Methodist congregations in Belgium) then MCB to explore ways to support financially.
3. Where has the new partner emerged from? If it has grown from a split in an existing Partner Church then MCB to work with factions for reconciliation.
4. Are there key doctrinal divergences between the new partner and MCB (eg attitudes towards polygamy)
5. How Methodist are they? What are the special Methodist elements in their church life? (eg preaching and intercession taking priority)
6. Is there a special value for the new Partner and for MCB in developing this relationship?
7. How has the new relationship with MCB come about? Has this started with a ‘brushing past’ of each other that starts small?
8. Start small with funding – operate at General Grant level to begin with.
9. More formal theological exploration to be carried out. (Especially for independent and emerging churches). How does ‘Law and Polity’ engage with new partners that were not Overseas Districts?
10. How much added value would there be through collaboration with UMC or other joint funders?
11. Is there a Methodist diaspora from this new Partner Church in the UK? How would our support for the overseas partner assist in our relationship in Britain with the fellowship from the partner country?

#### ***Existing Partners / Quantified assessment***

For existing Partner Churches many of the above questions will also apply when deciding the nature of the future relationship. However, as more information is known about existing partners, the use of a quantified matrix to underpin the assessment is recommended.

The grid on the next page highlights some key areas to be considered when assessing the level of funding relationship. Suitable multipliers can be used to weight the various factors (not shown explicitly in the example). While some criteria stem from simple questions, others can be linked to hard data (eg the economic state of the church will be pegged to an HDI figure for that country). This is not a final version but intended for illustration of the approach.

**An outline matrix for assessing the "neediness" of national churches**

COUNTRY	<i>Examples only</i>						Notes / definition of criteria
	Nigeria	Zimbabwe	Gambia	Portugal	Germany	Kyrgyzstan	
Size of church %	5	8	2	0.001	0.08	0.004	Proportion of Methodists in population Sector of society from which 60% of members are drawn.
Economic level of church	2	2	2	1	2	2	Upper=1, Middle=2, Lower=3
<b>Dependency on support from:</b>							
- Mission partners	2	1	1	1	0	2	Very = 3, Partly = 2, Rarely = 3, Not at all = 0
- NMA	2	3	3	1	0	3	Very = 3, Partly = 2, Rarely = 3, Not at all = 0
- SALT	1	3	3	0	0	0	Very = 3, Partly = 2, Rarely = 3, Not at all = 0
- MCB Overall	1	3	3	1	0	1	Very = 3, Partly = 2, Rarely = 3, Not at all = 0
Future dependency on core funding	6	15	20	10	0	20	For how many years will they be dependent for core funding?
Future dependency on special project funding	1	20	25	10	5	20	For how many years will they be dependent for special project funding?
Sending MPs?	1	2	2	2	1	2	Do they send Mission Partners to other countries? Yes = 1, No = 2
Funding other churches?	0	1	1	1	1	1	Do they fund other countries? Yes = 0, No = 1
<b>Degree of access to other funders:</b>							
- other core funders?	2	3	3	2	3	1	Many = 1, Few = 2, None = 3
- special project funders?	2	3	2	2	1	1	Many = 1, Few = 2, None = 3
Working with poor	2	3	2	3	2	2	What priority do they give this? High = 3, Medium = 2, Low = 1
Working with marginalised	1	3	2	3	2	3	What priority do they give this? High = 3, Medium = 2, Low = 1
UMC church?	1	1	1	2	0	0	Do they have UMC connections? Yes = 0, No = 1
District link support?	1	0	1	1	1	1	Do they have a district link that involves regular funding from Britain? Yes = 0, No = 1
MiWB support?	1	1	1	1	0	1	Do they have a MWiB link that involves regular funding from Britain? Yes = 0, No = 1
Learning Network link support?	0	1	1	1	1	1	Do they have links with DMLN, eg Cliff/Queens? Yes = 0, No = 1
Other association support?	0	0	1	1	1	1	Do they have an active support network in Britain, eg ex-pats or former missionaries? Yes = 0, No = 1
<b>Total score</b>	<b>62.5</b>	<b>121.0</b>	<b>129.3</b>	<b>121.7</b>	<b>72.5</b>	<b>128.3</b>	

