

To the Ends of the Earth:

Building a
National Missionary
Sending Structure

Arto Härmäläinen and Ulf Strohhahn

To the Ends of the Earth:

Building a National Missionary Sending Structure

by Arto Hämäläinen and Ulf Strohbehn

Published by the Asia Pacific Theological Seminary Press

Asia Pacific Theological Seminary Press

444 Ambuklao Rd.

2600 Baguio City

Baguio City, Philippines

Copyright 2020 by Asia Pacific Theological Seminary Press

Asia Pacific Theological Seminary Press

444 Ambuklao Rd.

2600 Baguio City

Baguio City, Philippines

All rights reserved.

This is the second in a series of books by World Missions Commission of the Pentecostal World Fellowship.

Printed in Malaysia

Cover design and layout by *Mil Santos* (milsantos.tla@gmail.com)

ISBN 978-971-8942-83-3

Table of Contents

Endorsements	<i>i</i>
Foreword	<i>xiii</i>
Preface	<i>xv</i>
Introduction	1
Chapter 1	5
<i>What is Needed to Start a Missions Program</i>	
Chapter 2	31
<i>Purposes for Structure</i>	
Chapter 3	67
<i>Designing the National Missions Structure</i>	
Chapter 4	75
<i>Missions Structure</i>	
Chapter 5	81
<i>Key People on the Normal Missions Team</i>	
Chapter 6	89
<i>Decision Making</i>	
Chapter 7	95
<i>Financing Missions Components Parts</i>	
Chapter 8	101
<i>Conclusion</i>	

In *To the Ends of the Earth: Building a National Missionary Sending Structure*, Dr. Arto Hämläinen and Dr. Ulf Strohhahn provide a framework for building a national mission structure, based on many years of effective high-level leadership on the platform of a Spirit-filled collaborative community worldwide. Arto has been a good friend of more than three decades whom I have observed providing insightful anointed leadership in the cause of God's mission in this world. Ulf Strohhahn contributes insightful perspective as a cultural anthropologist serving for fifteen years in Malawi.

The authors emphasize the need for Spirit-empowered key people, who are properly purposed to design an effective national mission structure built and operated with wise decision making from a biblical and practical perspective frame, with clarity and conviction. Their reflections represent an emerging Spirit-filled coalescing, collaborative, community described in *Together in One Mission: Pentecostal Cooperation in World Evangelization*, which poses great potential for a macro impulse in God's agenda in and through building national mission structures for such a time as this.

Dr. Luis Bush
International Facilitator
Transform World Connections
Servant Catalyst
4/14 Movement
Chancellor
Cornerstone International University (CIU)
Servant
Transform World 2020

Hämäläinen and Strohhahn have written an excellent book that many have been waiting for. *To the Ends of the Earth: Building a National Missionary Sending Structure* will prove to be especially beneficial to the younger, dramatically growing churches in the non-Western world and instructive to all who have a heart and mind for what the Lord of the Harvest is doing in our broken world.

Dr. Peter Kuzmic
Paul E. and Eva B. Toms Distinguished Professor of World Missions and
European Studies
Gordon-Conwell Theological Seminary

In 1792 William Carey published his famous treatise known as *An Enquiry into the Obligations of Christians to Use Means for the Conversion of the Heathen*. To “use means” meant, of course, the creation of the first Protestant missionary structure which sparked the modern missionary movement. Since that time thousands of mission organizations have arisen, all with the goal to bring the Gospel to the ends of the earth. Yet, these organizations operate mostly independently of one another and collaboration is more the exception than the rule. Arto Hämäläinen and Ulf Strohhahn in *To the Ends of the Earth: Building a National Mission Structure* provide a roadmap for greater global collaboration in fulfilling the Great Commission. They show the practical dynamics of missions’ strategy and structure, but all within the larger context of the Spirit’s dynamic work in and through the Church.

Dr. Timothy C. Tennent
President
Asbury Theological Seminary
Professor of World Christianity
Asbury Theological Seminary

As mission becomes more and more pluricentric and new initiatives emerge around the globe, particularly in the Global South, this book is a helpful tool and an invaluable gift to the worldwide mission community.

To the Ends of the Earth: Building a National Missionary Sending Structure, written by my dear friend Dr. Arto Hämäläinen and his colleague Dr. Ulf Strohbehn, is an excellent guide for the establishment of a sending and supporting mission structure. This book is not just for those who are starting a national mission movement, but also for the already existing movements that need to evaluate their priorities and the current relevance of their structures. The combination of biblical principles and of good practical examples makes the material easy to follow and to apply in any context. I fully recommend this book as a good example of a reflective practitioner approach to such an important aspect of providing excellence and effectiveness in missionary work.

Rev. Dr. Bertil Ekström
Associated Director
World Evangelical Alliance (WEA) Mission Commission

To the Ends of the Earth: Building a National Missionary Sending Structure, a remarkable manual on building and sustaining national mission structures is an amazingly useful and insightful blend of time-tested practical experience, biblical teaching, organizational and leadership theory applied to grassroots problems, and seasoned, careful reflection. No other Pentecostal missiologist has such a massive and diverse experience concerning national mission structures than Dr. Arto Hämäläinen. Collaboration with his younger missiologist-theologian colleague has resulted in a unique resource for all interested in spreading the Gospel of Christ to every people. Highly recommended.

Rev. Dr. Veli-Matti Kärkkäinen
Professor of Systematic Theology
Fuller Theological Seminary
Docent of Theology, Faculty of Theology
University of Helsinki

Two practitioner-scholars of Pentecostal mission have produced an extremely useful tool for Spirit-filled communities to organize themselves to fuel the sustained growth of global Christianity into the future. *To the Ends of the Earth: Building a National Missionary Sending Structure* is timely for Spirit-empowered mission to have practical components, while positioning mission communities towards decentralized local operations closely engaging given contexts.

Dr. Wonsuk Ma
Dean
College of Theology and Ministry, Distinguished Professor of
Global Christianity
Oral Roberts University

For every successful entity knowledge is very important. “You cannot do a do unless you know how to do.” It saves time and costs if the knowledge is given by an experienced practical person. Dr. Arto and Dr Ulf have both knowledge and skill about reaching the unreached. With the vast global experience in leadership and Bible teachings, I find *To the Ends of the Earth: Building a National Missionary Sending Structure* a blend of sound doctrine, ethical and practical Missionary handbook. It is an eye opener and guide to those who seek workable solutions in the modern world to reach the unreached with The Gospel of our Lord. It will be a helpful tool in the hands of your missionary organization.

Bishop Eli Rop
General Secretary
Full Gospel Churches of Kenya
Secretary
Africa Pentecostal Mission Fellowship (APMF)

For many years, churches and mission practitioners in Africa have been struggling to obey the Great Commission, through their own culture and experience, by sending out missionaries without proper guiding tool or sustainable structure. I congratulate the authors of *To the Ends of the Earth: Building a National Missionary Sending Structure* on their achievement, as they have used their professions and matured practical experience in missions to write this valuable book. This book will be used by many as a readily available resource to pursue the best practices in world missions.

I conclude by expressing my deepest appreciation to Dr. Arto Hämäläinen and Dr. Ulf Strohhahn for this wonderful contribution towards reaching the unreached.

Rev. Benjamin W. Rutashoborwa
Mission Director
The Free Pentecostal Churches of Tanzania

The knowledge and experience of Dr. Arto Hämäläinen and Dr. Ulf Strohhahn in missions have influenced thousands of students on many different continents during decades of service. They have not only inspired and trained missionary candidates, which have been used to receive support from abroad, they have also developed successful strategies and structures for new sending movements and churches.

Hämäläinen and Strohhahn have a special heart for unreached people groups, and they understand the importance of releasing the hidden resources from new sending countries. They explain how resources can be released by mentoring and training. Hämäläinen and Strohhahn have increased interest among churches in Europe, Africa, Asia and South America to finish the Great Commission of Jesus Christ.

It is a great pleasure and blessing to get their best portion of teaching in written form, where a sound balance between theology and practice are easily seen. I think *To the Ends of the Earth: Building a National Missionary Sending Structure* will change the future of a new

missionary generation, when the whole Church will be able to preach the full gospel to all the nations.

Rauli Lehtonen
Mission pastor
Filadelfia Stockholm

The book, *To the Ends of the Earth: Building a National Missionary Sending Structure*, presents a blend of theology, missiology and practical guidelines for missions. This book reminds us that the Church has no alternative to missions, and missions is impossible without the Holy Spirit. Therefore, the call of this book is that church leaders should be Holy Spirit-driven mission builders. This is how evangelism needs can be met and spiritual mandates fulfilled.

Joseph Dimitrov, PhD
President
Continental Theological Seminary

Missionary work without a clear strategy and structure often results in repeating past mistakes. *To the Ends of the Earth: Building a National Missionary Sending Structure* sheds light into the significance of these supporting elements. Without a healthy and mutual equilibrium, strategy and structure alone will not suffice. The writers of this book give us a clear reminder of the role that the Holy Spirit plays in the formation of these supporting structures. Through defining the role of the Holy Spirit, the overall “Why” of missionary work becomes evident. This creates a foundation for developing a clear “How” and “What” for strategic direction and operational structure.

Dr. Ari Joensuu
Regional Director
Africa, Central Asia, Latin America, and Middle East/Fida International

Throughout the history of the world Christian movement, effective and lasting missional expansion has been marked by the Biblical balance of spontaneity and structure. In an exciting new time of emerging missionary sending movements around the world, this excellent book, *To the Ends of the Earth: Building a National Missionary Sending Structure*, provides a literary platform for cooperation and collaboration in world mission. This is the way forward for the global Great Commission community.

Dr. Grant McClung
President
Missions Resource Group
Missiological Advisor
World Missions Commission of the Pentecostal World Fellowship

To the Ends of the Earth: Building a National Missionary Sending Structure is certainly a precious tool for renewing the vision for missions at all levels, whether in the local church or in para-ecclesiastic organizations. It is a practical manual that will help educate believers in the fulfillment of the most important, yet often neglected objective of the church: missions!

Special thanks to its authors for providing a solid biblical theology for missions, and effective keys to implement God's mission in our generation. A truly captivating, inspiring read awaits you. May it renew our resolve to help others respond to God's Call: "Here I am, send me!"

Rev. Daniel Costanza
Senior Pastor
Brussels Christian Center
Executive Director
Pentecostal European Fellowship (PEF)

To the Ends of the Earth: Building a National Missionary Sending Structure is strategically important to new missionary sending nations and agencies in Asia and Africa. It provides valuable insight and wisdom from the many years of experience of the missionary statesman, Dr. Arto Hämäläinen. At a time when God is raising up new nations to take the Gospel to the “ends of the Earth,” it is vital to develop the right structure to sustain and energize such missions’ endeavors. I recommend this book to every national leader to inspire and guide your nation’s journey to the “ends of the Earth.”

Rev. Michael Dissanayeke
General Superintendent
Assemblies of God Sri Lanka
Member, Lead
Team of the Mission Commission of the World Assemblies of God
Fellowship
Member World Missions Commission of Pentecostal World Fellowship

Doctors Arto Hämäläinen and Ulf Strohhahn have created an amazing mission manual for the use of churches and leaders in *To the Ends of the Earth: Building a National Missionary Sending Structure*. I have had the privilege to closely follow Arto’s path to one of leading Pentecostal mission promoters in Europe and in all the world over two decades. He has a God-given gift to share biblical treasures and principles of mission structures understandably for today’s reader. Arto Hämäläinen and Ulf Strohhahn humbly and practically knit together a deep understanding of the need of flexibility in various sending situations with the leading authority of the Holy Spirit. As a former conductor of a symphony orchestra, Arto has a unique ability to dig out the best talents of national resources and benefits for the fulfillment of Jesus’s Great Commission.

Rev. Rauno Mikkonen
Chairman
Pentecostal European Mission Committee

Dr. Arto Hämäläinen is a long-term friend. I appreciate his thinking in various capacities. While the “Missional Scenario is changing globally,” I recommend *To the Ends of the Earth: Building a National Missionary Sending Structure*. Dr. Arto has walked the talk for so long. He is a seasoned missional thinker with a lot of experience. He relates the global scenario very well. Both Arto Hämäläinen and Ulf Strohhahn have done well in their book. They have provoked us to think. However, in the contemporary world, missional activities are changing, and evangelistic challenges are also changing, but the Gospel is the same. I echo the apostle Paul’s sentiment of Rom 1:16, “For I am not ashamed of the gospel: for it is the power of God unto salvation to everyone that believeth; to the Jew first, and also to the Greek” (ASV).

Dr. K. Rajendran

Chairman

Global Innovative Voices & Associates (GIVA Trust), Giva-Inno-Ventures Pvt. Ltd.

Being involved in the Great Commission is not an option, but an obligation for every believer and every church. When a national church understands its responsibility to be part of the Great Commission, creating a functional sending structure is a fundamental element in achieving this goal. Dr. Arto Hämäläinen’s and Dr. Ulf Strohhahn’s book, *To the Ends of the Earth: Building a National Missionary Sending Structure*, is like a recipe that presents all those ingredients that are essential to start and successfully maintain such a structure. The Romanian Pentecostal Foreign Mission Agency has benefited greatly from Dr. Hämäläinen’s expertise in becoming one of the youngest and most dynamic Pentecostal mission agencies. That is why I strongly recommend this book, especially to mission leaders, whether they are just starting to create a sending structure, or they are running an agency with a history in world missions that needs reinventing from time to time.

Rev Gheorghe Ritisian

President

APME (Romanian Pentecostal Foreign Mission Agency)

Vice-chairman of Pentecostal European Mission (PEM)

I've known Arto Hämäläinen for many years. It has been a pleasure to work with him on the Pentecostal World Fellowship Missions Commission. I appreciate his heart to see the "receivers become new senders." I've seen that be a part of his focus and leadership in different networks he has led and chaired.

He has authored *To the Ends of the Earth: Building a National Missionary Sending Structure* which is a relevant and practical tool to help the new senders engage many of the practical issues that confront them. This book is a welcome resource for us to move forward, and take the vision and involvement of national movements starting out in missions to the next level.

Brad Walz
Chairman
World Assemblies of God Fellowship (WAGF) Missions' Commission

To the Ends of the Earth: Building a National Missionary Sending Structure is authored by Dr. Arto Hämäläinen with Dr. Ulf Strohhahn. This book serves strategic directions for those who are new to missions sending.

Dr. Arto is the champion for the cause of missions in newly sending countries. He is passionate about seeing a great missionary movement in the nations which have been on the receiving end of missionaries. This book is very practical and has different perspectives in writing, taking into consideration the limitations and challenges each mission faces. I am sure this book will be great manual and guide for those who wish to begin a new missions' structure for sending missionaries. Let the blessings of Pentecostal missions flow!

Rev. Asa M. Kain
Chairman
Pentecostal Asia Mission (PAM)
Vice Chair
World Missions Commission of the Pentecostal World Fellowship

The two significant parts of *To the Ends of the Earth: Building a National Missionary Sending Structure* each make a specific contribution. The brief overview of a uniquely Pentecostal theology of mission is very worthwhile. The latter part of the book aims to put an experienced head on the shoulders of younger churches, movements and denominations moving into missions in an active way. It contains so much that it will be well worth reading a second time to get the best out of it.

Rev Dr Kevin Hovey (ML)
Senior Lecturer and Head of Department, Pastoral and Cross-Cultural
Ministry
Alphacruxis College, Australia

Foreword

There are few people who have had a more consistent leadership role in Christian world missions than Arto Hämäläinen. Now he has teamed up with Ulf Strohhahn to make yet another meaningful contribution to the global cause of Christ.

Building a National Mission Structure is written as a manual but this should not distract from its inspirational and motivational value. As seasoned advisors and consultants, the authors bring vast experience to the subject of how to facilitate missionary enterprise by building an effective supportive structure. Their depth of experience is evident in that this book is not simply a “how to” list of procedures but is missiological motivation enabling mission leaders to clearly establish the “why” of missionary endeavor.

Particularly noticeable and commendable, this book successfully translates the well-established models of Western missionary structures into virtually any national church context. As global mission increasingly enjoys greater resourcing and personnel in the developing world this emphasis is most important. Masterfully, Hämäläinen and *Strohhahn* have written a book that should be a valuable tool in the hands of any missionary-minded leader anywhere in the world.

This book is unapologetically Pentecostal in its orientation and theology. This should not be a surprise knowing the authors but the theology presented in this book is so biblically sound that the contents will have great value to all, regardless of denominational background. The consistent return to the work of the Holy Spirit throughout this book is one of its most commendable features.

As an educator, it would be my hope that this book is widely adopted as a text in Bible Colleges and Seminaries around the world.

It certainly adds to the volumes currently available to educators but is so succinct in covering the subject that it should be a very useful text for classroom instruction. At the very least it should find its way on reading lists and recommended sources for those engaged in missiological study at any level.

I heartily recommend this very useful and well-written volume.

Paul R Alexander, PhD
Chair, World Alliance for Pentecostal Theological Education
President, Trinity Bible College and Graduate School, Ellendale, North
Dakota, USA

Preface

During the last number of decades, I have observed the development of world mission sending agencies in many countries. I have watched this process while serving as Executive Director of Fida International (the Finnish Pentecostal Mission organization), as chairman of the World Missions Commission of the Pentecostal World Fellowship (PWF) and of the Pentecostal European Fellowship (PEF) and also its mission branch, the Pentecostal European Mission (PEM), as advisor of the Pentecostal Asia Mission (PAM), and recently as chairman of the African Pentecostal Mission Consultation (APMC). I have been privileged also to see the growth of mission endeavours of the World Assemblies of God Fellowship (WAGF) as a member of the leadership team of its Mission Commission. An even larger picture has opened to me through connections in the Lausanne Movement and the World Evangelical Alliance (WEA). I have personally been involved in mission training in about 60 countries.

The birth of many new mission organizations and mission departments tells me that God is interested in seeing the Great Commission fulfilled and every people group to be reached as soon as possible. At the same time, the need to create fruitful and sustainable structures for world missions is increasing. Therefore I have been eager to provide a tool for such development in cooperation with the Bible and mission education coach and advisor of Fida International, Dr. Ulf Strohschneider, who also serves the wider Pentecostal family in training challenges.

This book does not attempt to give answers to every question concerning mission structures. It is written to give a basic road map for the organizing of a mission agency, but every denomination and

mission organization must determine the best structure for its own context. Without a map we may be lost, but with a map, one will find different paths, sometimes longer but more beautiful, sometimes quicker and smoother. Although this book is authored by writers from the West, we have tried to look at the world from a multicultural perspective.

This is a map, a tool, and a vehicle by which to pursue the best practices in world missions. Closely related to this theme, I have also written a book entitled *How to Start Missionary Work in New Sending Countries* (Fida International, 2003, revised edition 2014). I recommend studying that book as well. In this present book, the focus is concentrated on building the structure of the mission agency.

I trust this book will provide assistance to those who are seriously desiring help in designing a structure for a world missions sending agency.

Arto Hämäläinen
Vantaa, Finland January 3, 2019