Introduction
Mission means sending. The missionary organisations have come into existence as a framework for mission crossing borders and barriers, individuals being sent to give witness to the Christian truth in word and deed in new ethnic and cultural contexts. Christian missionary staff are to understand their mission as servants to the Gospel of Jesus Christ. Missionary praxis must be evaluated and continually reformulated on that basis. This Code of Conduct is to be viewed in this overall perspective. This document outlines guidelines for good stewardship agreed upon by the members of The Danish Mission Council (DMC). They apply to the practices of the DMC members both in Denmark and globally.

A. Aims and methods

1. Partnership
In the DMC usage of the word partnership it expresses that churches and missionary organisations as well as Christians around the world each represent equal parts of the body of Christ. The missionary organisations and their staff are to plan, carry out and evaluate their work together with their local partners. Their cooperation is based on the principle of neither party dominating the other. The partners choose freely to work together and each contributes in whatever form considered desirable and feasible. We are conscious of the fact that any form of relationship will develop and change and that the partners are free to draw whatever conclusions from such changes they consider appropriate. It is not a question of liberating oneself from one another, but letting the partnership develop into new areas.

2. Human rights
In their activities the missionary organisations and their staff should respect internationally accepted human rights (the human rights conventions of the United Nations and the Council of Europe) and should seek to ensure that these rights are respected.

3. National legislation
The missionary organisations and their staff should abide by the laws of the countries in which they are active. The missionary organisations and their staff should abstain from taking part in corruption, bribery and other illegal or unethical transactions both in the course of their work and in the private activities of the staff involved.

4. Culture
The missionary organisations and their staff should pay respect to the culture and customs of the settings in which they serve. Showing respect, however, does not entail that the missionary organisations and their staff may not adopt a critical stance towards certain aspects of local culture, and they should also be ready to accept criticism of their own culture.

5. Freedom to preach
In each country the missionary organisations and their staff are obliged to cooperate or work in understanding with the local churches in presenting the gospel to people of other faiths. The missionary organisations and their staff should avoid any use of force, threats, manipulation or deception when proclaiming the gospel in word and deed. The missionary organisations and their staff should treat adherents of other religions with respect and should promote the rights of both Christians and non-Christians to live in accordance with their faith and convictions.
6. Peace and reconciliation
The missionary organisations and their staff should strive to bring about peace and reconciliation between ethnic groups, religions and other groupings in order to strengthen the local communities.

7. Social justice
The missionary organisations and their staff should give priority to the needs of the local communities and in the course of their work try to promote social justice, for example through advocacy. Normally, the local church is responsible for contact with local authorities and the general public. The missionary organisations should seek to ensure, both in Denmark and internationally, that the needs of weaker partners are addressed. Disaster relief should be given irrespective of sex, religion or the ethnic, political, racial or national allegiances of the people concerned.

B. Environmental awareness
Assignments or projects should be planned with a view to minimising the use of resources and the negative impact on the environment. Products should be used without causing unnecessary wastage or pollution (biological, chemical, noise-related, visual or other). Residual products should be reused, modified or recycled where possible. This also applies in cases where such options may appear unattractive in terms of cost or time spent. The opportunities offered by modern technology to give consideration to both human beings, nature and equipment should be utilised wherever possible. In relation to both partners and target groups respect of the Creation should be an obvious and integral part of the general view.

C. Communication
1. Objective
The missionary organisations should take part in setting the agenda for media coverage of mission, development aid and disaster relief. Through their communication the missionary organisations will influence the audience and stimulate a change in attitudes and values that enables the target group to act in accordance with such changes.

2. Message
The way in which the missionary organisations view themselves as well as their values and goals should be clearly described. The missionary organisations should deliver correct information that has been checked critically to the extent possible and includes an indication of source. The missionary organisations should not consciously provide information that may be insulting or disrespectful to any person. When informing about their activities the missionary organisations should show respect for the beliefs and ways of thinking of those receiving their services and of their local partners. When asked, the missionary organisations should adopt an open attitude towards the media in all matters of general interest. When asked, the missionary organisations should provide information about the management of their resources.

3. Addressing limited target groups
When asked, the missionary organisations should present the criteria and sources for selection of target groups. The missionary organisations are not allowed to pass on personal information or addresses without the consent of those concerned.

4. Media ethics
The missionary organisations should inform their target group whether the purpose of the communication is to highlight their profile, raise funds, act as an advocate, provide information or a combination of these purposes. When involved in advocacy and fundraising, the missionary
organisations should show respect for the dignity of those for whom advocacy or fundraising is taking place. Wherever relevant the missionary organisations is to give proper credit when using copyrighted material and should ensure that illustrations are not insulting or disrespectful towards any person.

D. Management and staff

1. Management
The purposes and objectives of the missionary organisations should be available in writing and form the basis of their overall management. The management should be representative of the organisation’s support base and should comply with the objective of the organisation. The approach to management should reflect a Christian outlook on life and human beings, which entails, inter alia, great emphasis on caring for the staff and sound stewardship. The management should have relevant expertise at its disposal.

2. Staff
Whether employed or voluntary, the staff should be assured satisfactory working conditions which are conducive to the performance of their assignments. Flexibility and participation should be personalized to ensure that the skills and resources of the individual are developed in step with the tasks at hand. Job descriptions should be clear and well-defined, and they should be adjusted to promote personal development. The management is responsible for ensuring that these aspects are included in the agreements with partners on the posting of staff to other countries and in Denmark. Voluntary staff are a special resource and should be regarded and treated as valued co-workers. There should be clear written contracts describing conditions of service, scope of work and scope of responsibility which are adjusted and developed from time to time during the assignments, and there should be arrangements for staff representation. A similar organised structure should be in place for volunteers, taking into account the variations in qualifications for voluntary service and the duration and nature of such service.

The missionary organisations should adopt a holistic approach to human resource management. Such a holistic approach includes taking into account the implications of living and working under foreign conditions, with regard to both the individual worker and any accompanying family. Expatriates in Denmark should have an opportunity to receive regular visits by the mission secretary of their own country.

The primary obligation of the staff is to represent the Christian faith and to order their lives and work accordingly. Regardless of the specific mission to which the individual has been called, the person should give witness to the Christian faith whilst also being a competent professional.

E. Fundraising and finances

1. Fund management and budgeting
All legislation and administrative orders relating to financial matters must be complied with according to the spirit as well as the letter. There should be a well-founded balance between the income, activities and funds of the organisation concerned. Each missionary organisation should adopt an ethically sound policy for financial matters and fund management. The organisation should have clear guidelines for the scope and nature of administrative expenditure. The organisation should have clear written rules for financial aspects of travel and mileage as well as entertainment expenses. Yearly budgets should be drawn up including procedures for handling budget overruns.

2. Fundraising
There must be a clear purpose for fundraisings, and no names or expressions may be used that might lead to confusion with other organisations. Reporting, illustrations or concepts that are
irrelevant to the fundraising must not be used. Those participating in fundraising must be clearly identifiable, whether contacting in person or by telephone. Fundraisers must not exert pressure and should also behave politely and be able to answer the most basic questions regarding the fundraising effort. Planned giving arrangements (for example subscriptions or sponsorships) must be subject to clear and transparent rules and it must be stated that these commitments may be terminated at any time.

3. Donations and earmarked funds
Efficient and detailed registration of all donations should be carried out so that specific wishes are taken into account where possible. This includes requests to remain anonymous and not to be contacted again. Donations earmarked for particular purposes should be paid out within a reasonable time limit depending on the scope of the project. The missionary organisations should clearly indicate the proportion of earmarked gifts that is spent on administrative purposes.

4. External partners
The missionary organisations must have clear guidelines for payment of project funds to external groups and partners, including monitoring and assessment of such projects. The organisations should adopt rules of competence to act in connection with external assistance and the remuneration given for services rendered and the fixing of it should be specified.

5. Accounts and auditing
The financial statements of the missionary organisation should give a true and fair view of the financial status. The presentation should ensure a high degree of transparency. Any special circumstances regarding the organisations should be presented. The organisations should maintain an open attitude regarding their accounts and the financial statement should be forwarded to anyone requesting a copy. Auditing should be carried out by a chartered public public accountant or other independent auditors who have been duly elected. It is also assumed that the members of DMC adopts the common guidelines for the presentation of accounts for benchmarking purposes and in order to make present consolidated accounts of the total activities.

F. Complaints Board
The Board of DMC set up/appoint a Complaints Board according to guidelines decided by the Council of DMC. Possible actions to be taken in response to a complaint are to be decided by the Complaints Board within the framework of those guidelines. In case of exclusion from DMC such action must be passed on to the Council of DMC.

Adopted by the Board of Representatives at its meeting in Odense on April 9th, 2003.