



Strategies

The Salvation Army in Norway, Iceland and Faeroes

Preface

The Salvation Army is a Christian church, organisation and movement

– and you will find a multitude of expressions, activities, efforts and fellowships all over the world. The mission is the same – but the way we carry out the mission will always depend on the needs and opportunities and the society we live in.

The strategy applies to the whole Salvation Army – and to everyone within

The Salvation Army. It is meant to help us to make good choices and to find the best way to be The Salvation Army today, both locally, regionally and territorially. The strategy will be important for volunteers, adherents, soldiers, officers and lay personnel. We will work more together, we will utilize the resources better, and the criteria in the strategy will determine the priorities.

The Salvation Army's mission will always challenge us to reassess efforts and activities, to new thinking, to be open, questioning, critical and creative. This applies both for the well-established work and when we are assessing possibilities of starting to work in new places.

The strategy is rooted in The Salvation Army's mission and has listed nine characteristics that provide the basis for strategic discussions, assessments and choices. These characteristics say something about who we are as well as what we do. Geographical criteria that are of importance for the Salvation Army's strategic choice, have also been set up.

The Salvation Army's strategy should govern our priorities. This work is demanding in a big and diverse movement with a long history and a strong distinctiveness. We are nevertheless obliged to make brave choices to ensure that The Salvation Army today and in the future, will be able to carry out the mission: «to preach the gospel of Jesus Christ and to meet human needs in his name without discrimination».

The strategy was approved by The Salvation Army's territorial board in October 2020 after a thorough process with a broad involvement from the whole organisation.

Knud David Welander
Commissioner/Territorial Commander

The purpose of the strategy:



The Salvation Army's international mission is to preach the gospel of Jesus Christ and to meet human needs in his name without discrimination.



The Salvation Army has a multitude of activities and offers that fulfil the mission through words and actions.



It is the wholeness that realises the mission. This document's purpose is therefore to give guidelines on what The Salvation Army should focus on to achieve the best possible outcome in its mission.



To realise the mission locally, the focus will be on what should be done within a geographic area where The Salvation Army has a presence. It could be a region, a municipality, a town, a village or a district.



What The Salvation Army should contain and focus on within these areas applies to all local activity, regardless of which part of The Salvation Army it is organised under.



The International Salvation Army has committed itself to uphold the UN's Sustainable Development Goals – «a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity».



The Strategy on one page:



More about the 9 hallmarks in the strategy circle:



To express Christian faith and create open, generous and inclusive fellowships

- The Salvation Army expresses Christian faith through words and deeds.
- The Salvation Army's fellowships should be equal, diverse and open for everyone.



To have premises with flexible facilities for use

- The Salvation Army should aim at having appropriate premises adapted to our activities and offers.
- The premises that The Salvation Army has at its disposal should be used in an effective way which provides the greatest value for the community in accordance with The Salvation Army's mission.
- This presupposes that premises are used across the corps and the social department's activities where this is possible and expedient.



To contribute with local work that affects the society in a positive way

- The Salvation Army's activities and offers should have a real, relevant and positive effect on the local community and the people living there.



To provide services for all generations, with a special focus on children, youth and families

- The Salvation Army should have offers for all generations and life phases, as this will create a wholeness in The Salvation Army's offers.
- The Salvation Army should prioritise programs for children, youth and families.



To ensure “low threshold arenas”

- “Low threshold arenas” are meeting points and activities which are felt to be accessible, open for everyone and without obligations to participate.
- The Salvation Army wants to have and be low threshold arenas where they can meet people in their daily life, establish contacts and create good meeting points.
- New arenas should be established, and existing arenas should be developed to create lower thresholds for contacts and participation.



To fight for the environment

- The Salvation Army’s activities might affect the climate and the environment both locally and globally, and the consequences are greatest for the world’s most vulnerable people.
- The Salvation Army will fight for the environment and show responsibility for the creation in all its activities. Investments, operations and purchases should be as sustainable as possible, and we should lead by example in consumption and re-consumption.



To have an active cooperation between all units within the area

- There should be strategic dialogues and cooperation across the units in areas where The Salvation Army has more than one unit.
- Leaders from the different entities should meet regularly and discuss targets, strategies and focus areas based on The Salvation Army's holistic perspective in that specific area.



To fight against poverty and other social problems

- The Salvation Army should have offers and activities which contribute to defeat poverty and other social problems, both locally and globally.
- Both professionalized offers and voluntary based offers are included as part of this effort.



To be an arena for faith, belonging, volunteering and social engagement

- The Salvation Army is a Christian church, movement and organization.
- In The Salvation Army you will find soldiers, officers, members, members, employees and volunteers who work together to fulfil The Salvation Army's mission.
- The Salvation Army invites to Christian faith and should be a place where people can talk about faith, live out their faith, find belonging and see opportunities for service.
- We want to recruit soldiers, adherents, members and volunteers - and offer teaching about Christian faith, discipleship and social work.
- People from all generations who want to contribute through volunteer work should have the opportunity to get involved in The Salvation Army.
- The Salvation Army will facilitate voluntary efforts in activities aimed at children and young people, as well as work among people who experience that life is difficult.



Needs and possibilities:

The work of The Salvation Army will be carried out in the areas where the needs and opportunities for carrying out the mission are greatest. The criteria for assessing which areas have the greatest potential to realize the assignment are listed below. An overall assessment of the criteria will help with assessing focus areas, both territorially, regionally and locally.

1. Need for the Salvation Army



Large, marginalized groups



Low Christian activity



Few other players



Lack of public services

2. Internal local factors



Financial sustainability



Local resources available



Already existing good activity



Collaboration opportunities
and distances

3. External local factors



Population base



Population growth



Possibility to run activities
with public support



Political possibilities

1. Need for The Salvation Army

To assess the need for the Salvation Army locally, the following factors have been identified as essential:



Large, marginalized groups

What is the local size of the groups with needs that The Salvation Army can cover?

Examples of relevant groups that should be mapped, are families living below the poverty line, immigrants, drug addicts, lonely people, unemployed, social assistance recipients, etc.

The size of these groups should be assessed against the national average percentage based on local population.

– *Areas with large, marginalized groups should be given priority.*



Low Christian activity

How many other Christian churches or players are there locally? If there are several other congregations and good offers, it must be considered whether the Salvation Army should focus in this area.

– Areas with low Christian activity should be given priority.



Few other actors

How many other local players that cover the same needs as the Salvation Army, are there?

– Areas with few other players should be given priority.



Lack of public offers

How big are the shortcomings in the public service locally? Which services are missing, and which needs are not covered by the public sector? Examples of public offers and services that should be considered are leisure and activity services, health services, integration services, etc.

– Areas with a lack of public services should be given priority.

2. Internal local factors

To assess the room for opportunities for the Salvation Army locally, the following factors have been identified as essential:



Financial sustainability

The Salvation Army has an important responsibility to manage available funds in a sensible and efficient manner. Therefore, the financial sustainability of all units must be assessed locally. How much money is required by the Salvation Army to continue operating locally? Do the financial resources used by the Salvation Army correspond to the effect of the activities and measures?

– Areas that are financially sustainable should be given priority.



Local resources available

How many local resources can contribute to the Salvation Army's activities and initiatives? How many soldiers, adherents, employees and volunteers,

as well as how much commitment and time can be expected from these groups? These factors must be considered to assess the Salvation Army's implementation power locally.

– *Areas with many available resources locally should be prioritized.*



Already existing good activity

Already good existing efforts and activities are meeting local needs and the commitment. What activities and efforts work well today and how well do they work? Why do these activities / efforts work well?

– *Areas with already good activity should be given priority.*



Collaboration opportunities and distances

What are the distances between the units locally? How good are collaboration opportunities between the units?

– *Areas with great cooperation potential should be given priority.*

3. External local factors

To assess The Salvation Army's local opportunities, the following factors have been identified as essential:



Population base

How big is the population in the area? The Salvation Army wants to reach as many people as possible, and the population base says something about the potential to reach people locally.

– Areas with a high population base should be given priority.



Population growth

How big is the population growth locally? The Salvation Army wants to make choices and priorities for the current and future

situation. Therefore, population growth and population projections are important elements in the assessment of geographical areas.

– Areas with high population growth shall be given priority.



Possibility to run activities with public support

Is it possible for the Salvation Army to run professionalized activities locally? Does the municipality have financial resources, needs and plans for professional activities or services that the Salvation Army can offer?

– Areas with possibility to operate professionalized activities should be given priority.

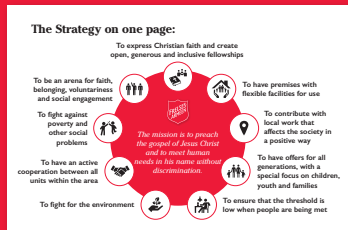


Political possibilities

What are the local political opportunities? Are there any special issues or areas that are particularly important in local politics that give the Salvation Army opportunities within some or all areas of activity?

– Areas with political opportunities for the Salvation Army should be prioritized.




We will cooperate more, we will make better use of our resources, and the priorities must be based on the criteria in the strategy.



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-  Low Christian activity
-  Few other players
-  Lack of public offers

2. Internal local factors

-  Financial sustainability
-  Local resources available
-  Already existing good activity
-  Collaboration opportunities and distances

3. External local factors

-  Population base
-  Population growth
-  Possibility to run activities with public support
-  Political possibilities

*Soup
soap
salvation*