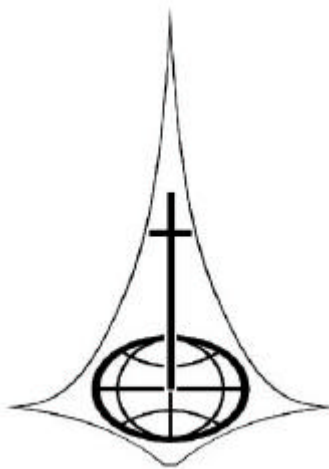


**THE LUTHERAN WORLD FEDERATION
DEPARTMENT FOR WORLD SERVICE**



**GLOBAL STRATEGY
2007-2012**

Uphold the rights of the poor and oppressed



Foreword

What am I doing here? ¹

Even an organization such as World Service, with an excellent track record in humanitarian assistance and development work since 1947, needs periodically to reflect on some very existential questions: Who are we? What are we doing? Are we doing it the right way? What is expected from us? Do we really make a difference for the life of the people with whom we are working? Only by asking these most fundamental and critical questions can an organization cope with a rapidly changing environment and new, emerging challenges.

World Service has undertaken a process, involving hundreds of people in many countries, to ensure that all stakeholders have a voice in the shaping of its future work. During this process, fundamental and critical questions have been discussed. There are three major outcomes:

- The process has helped us to create a common understanding within the organization and with our partners concerning: who we are; what we do; why we do what we are doing; how we do it best; and what we want to achieve.
- It has provided us with the opportunity to communicate this with others—among them, you, our stakeholders.
- It has enabled us to outline the particular focus and direction of our work for the next six years—a “Global Strategy”—providing us with a concrete planning instrument.

The “Global Strategy 2007–2012” has been formally endorsed by the Standing Committee for World Service. It provides a framework and common platform for all our programs and will be elaborated further in the country strategies of our field programs. The World Service global strategy is part of the wider strategy of the Secretariat of the Lutheran World Federation, for which World Service serves as the relief and development arm of the communion of Lutheran Churches.

We move into this new strategic period with a biblical motto: “Uphold the rights of the poor and oppressed” (Psalm 82:3). By using this motto, we want to affirm that being faith-based, with a rights-based approach, has its roots in the Bible. This sentence is a challenge to the powerful of this world “to uphold the rights of the poor and oppressed.” It is also a commitment for World Service to “uphold the rights of the poor and oppressed” by advocating with them for their rights. Even more importantly, our work in humanitarian assistance in emergencies, as well as in development programs, is founded on the conviction that we do best by putting people at the center. We are committed to “uphold the rights of the poor and oppressed” by facilitating their empowerment to defend their rights themselves.

Rev. Eberhard Hitzler
Director, Department for World Service

¹ Title of novel by Bruce Chatwin.



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1. Who we are and What we do

CHURCH-BASED AND ECUMENICAL – World Service is the internationally recognized humanitarian and development arm of the Lutheran World Federation (LWF). World Service works with marginalized and disadvantaged communities in areas of greatest vulnerability and endemic need. In these efforts, World Service cooperates closely with churches and related agencies, and in the framework of Action by Churches Together (ACT) International, as an instrument of the ecumenical movement.

FAITH-BASED AND RIGHTS-BASED – World Service is faith lived out in action. Since 1947—when World Service was founded to provide humanitarian aid to the suffering people of Europe in the aftermath of the Second World War—Lutheran churches have engaged together in diaconal services throughout the world. Diakonia bears witness to God’s love for this world through services to the weak and oppressed, the poor and the needy. Through diakonia, the church follows Jesus’ vision that the hungry are fed, the naked clothed, the sick healed, the refugees sheltered, the downtrodden uplifted, and the victims of violence protected. For the planning period 2007–2012, World Service—as part of the global diakonia of the church—intends to take up the challenge from Psalm 82:3: “uphold the rights of the poor and oppressed.” This phrase summarizes the conviction of World Service that the poor and needy are not objects of charity but have the right to a life in dignity. In this respect, a “rights-based approach” is Scripture-based and is connected with the Universal Declaration of Human Rights and the International Covenants on Civil and Political Rights, as well as on Economic, Social and Cultural Rights.

HUMANITARIAN ASSISTANCE AND SUSTAINABLE DEVELOPMENT – World Service provides humanitarian aid and assists in rehabilitation and development in more than 30 countries. With programs in Africa, Asia, Latin and Central America, and Europe, World Service has a distinguished record of linking compassionate and professional emergency response with competence in rehabilitation programs and effective long-term development efforts.

EMPOWERMENT AND SERVICE – World Service reaches out to marginalized and vulnerable poor people whose livelihoods are threatened by the effects of natural and human-made disaster, with special regard to internally displaced persons (IDPs) and refugees. World Service staff are committed to building people's capacity and competence to make informed decisions about their own lives. Empowerment is a key concept for World Service. World Service extends its services without discriminating on the basis of religion, ethnicity, race, sex, caste, nationality or political conviction.

INTERNATIONAL AND LOCAL – World Service actively participates in global networks and cooperates with ecumenical partners, non-governmental organizations (NGOs) and UN organizations as well as with governments. It is an important strength of World Service that through the network of churches and congregations, local and international efforts are connected. World Service primarily works in remote areas in regions and countries with high vulnerability to disaster, where adequate local capacities and services are not available and which other agencies have difficulties reaching.



Mandate

World Service is mandated by the communion of LWF member churches to **“Bear Witness in Church and Society to God’s Healing, Reconciliation and Justice.”** The LWF is a global communion of 140 churches in 78 countries representing over 66 million Christians. As a department of the LWF Secretariat, World Service connects its strategy to the wider mandate and strategy of the whole Secretariat.

Vision

World Service is convinced that its contributions will transform the life of many people and that, through the joint diaconic efforts of the churches, a better world is achievable. World Service envisions:

People of the world living in just societies in peace and dignity, united in diversity, and empowered to achieve their universal rights, to meet basic needs and quality of life.

Mission

Inspired by God’s love for humanity, World Service responds to and challenges the causes and consequences of human suffering and poverty.



Core Values

World Service in all its actions is guided by its core values.

Dignity and Justice

Every human being is created in God's image, and is thereby gifted with a rich variety of talents and capacities; thus, all persons—independent of their social status or other differences—are to be subjects, rather than objects dominated by others. World Service respects the dignity of every person and supports vulnerable communities in their efforts to achieve justice, human rights and a sustainable future for the human family and the whole creation. World Service facilitates the empowerment of those with whom it works to achieve these ends.

Inclusiveness and Participation

People coming from different backgrounds and circumstances express the richness of God's creation. The approach of World Service reflects the respect for all people's gifts for the sake of the fuller participation and inclusion of all people in society.

Accountability and Transparency

World Service maximizes its capabilities through responsible stewardship of all entrusted resources. This is complemented by the highest standards, flexibility and pragmatism in program implementation—balancing accountability towards the affected population and the expectations of partners and back donors. World Service is committed to transparency of its motives and aims, as well as its financial transactions.

Compassion and Commitment

World Service cares about people. Inspired by God's love for humanity and preferential option for the poor and marginalized, World Service is committed to provide professional services with compassion for, and commitment to, people in need.



2. Program Strategy

Program Priority:

The dignity and human rights of vulnerable and marginalized people are respected and upheld.

2.1 Priority Focus Groups

World Service focuses on marginalized and vulnerable poor people whose livelihoods are threatened by the effects of natural and human-made disasters, with special regard to IDPs and refugees, women and those affected by HIV and AIDS.

2.2 Geographical Focus Areas

World Service works in regions and countries with the highest vulnerability to disaster and the greatest concentrations of poverty. Remote and vulnerable areas, where adequate local capacities and services are not available, are focus areas. World Service will remain in these operational areas as long as the entry criteria remain valid, while working on an exit strategy (see Annex 2) for the earliest possible disengagement.

All humanitarian and development interventions by external actors such as World Service are not indefinite but only for a limited period of time. Although many needs may remain, it is the obligation of international actors to ensure that local people and institutions assume responsibility for their own development at the earliest feasible opportunity. World Service gives close attention to enabling local capacity and transferring responsibilities. From the entry stage of a program, World Service plans for creating sustainable solutions within the country.

2.3 Modes of Operation

World Service field operations vary according to needs, situation, context, local capacity, geography and availability of resources. World Service country programs operate in the following ways:

1. Fully operational programs

World Service manages operational implementation of programs on its own, mainly through national staff. Fully operational programs are needed where local capacities are insufficient to respond adequately to an emergency or to development challenges. Collaborative partnerships with related agencies, ecumenical partners or local partners are an integral aspect of this operability. This is still the main mode of operation for World Service.



2. Facilitative institution building

World Service second full-time staff to church-related partners, at their invitation, to facilitate the capacity building of diaconal or development institutions.

3. Accompaniment

World Service accompanies associate programs (former World Service programs that have become independent while maintaining formal working relationships with World Service) to support them in program, administration and financial matters. This may also mean secondment of international staff as a means of providing international solidarity and protection for local partners. Support is given through regional World Service program networking and headquarters-level advocacy, consultation, and oversight services.

4. Consultancy

World Service responds to requests from churches and related agencies for specific consultancy services for a short to medium period of time.

5. Collaborative partnerships

Joint project planning, implementation, monitoring and evaluation take place, involving World Service, other LWF units, ecumenical partners and related agencies, often in the framework of ACT.



2.4 Strategic Approaches

World Service emphasizes the combination of the following approaches that support and complement each other. Combined, they express the overall LWF understanding of development.

The EMPOWERMENT APPROACH builds people's capacity and competence, both as individuals and as participating members of groups and communities, to achieve results for themselves. By equipping people and local groups with the knowledge, skills and attitudes that broaden their options, their confidence can be built up and they can be empowered to take control of their lives. This means that people must be actively involved in all aspects of their development, from assessment and planning to implementation, monitoring and evaluation. This requires motivating them to contribute as much and in as many ways as possible, whether it is ideas and leadership, time and labor or materials and money.

World Service facilitates the empowerment of those affected by disasters to rebuild their livelihoods and live dignified lives as active members of their communities, aware of their rights and holding duty-bearers accountable. For World Service staff and all activities, this means always consulting the people first, considering the impact on the people and their ability to fully participate in, and own, these activities. Space and time must be given for initiatives to develop from the people, instead of merely telling them what to do. This means playing a facilitation role more than a leadership role. It means stepping back and allowing local leadership to take as much control as they are able. It means letting people guide their own development.

The INTEGRATED APPROACH gives consideration to the fact that various lines of action inter-link with or affect other areas or lines of action. Environmental issues, HIV and AIDS, gender and many other thematic areas are not addressed separately but are considered integral parts of all lines of action taken in any given sector. As a result, many development initiatives can be tailored for positive impact on multiple aspects of community life.

Working with an integrated approach also means that World Service emphasizes that emergency relief, rehabilitation, development and disaster preparedness efforts are intrinsically linked. Processes leading from one stage to another are not always linear. From the start, World Service facilitates the empowerment of local people in its emergency operations in order to enhance and sustain local capacity. Bridging the gap between emergency response and development is a key competence of World Service.

The RIGHTS-BASED APPROACH first and foremost involves building up rights awareness on all levels, both among the powerless and the powerful. Development objectives are also human rights objectives. An emphasis on human rights in the context of development helps to focus attention on the structural inequities that cause and maintain impoverishment and exclusion. Conscious reference to human rights standards and objectives helps to ensure that the root causes of poverty and exclusion receive proper attention in the formulation and implementation of development programs, and to guard against narrow technical objectives becoming the reference point for development activities. This approach also reduces the risk that the poor are seen as needy objects of charity.



2.5 Thematic Areas and Strategic Objectives

World Service focuses on six thematic areas in which it has experience and expertise. These thematic areas are adapted to the local context and analyzed by the local communities themselves. In the country programs, each country strategy determines whether a thematic area is lifted up as a priority focus area or a cross-cutting theme. World Service sets its work in the context of the global struggle to achieve reduction in poverty and increased respect for human rights. Each thematic area can therefore be linked directly with certain human rights as well as with specific Millennium Development Goals (MDGs).

2.5.1 Emergency Response and Disaster Risk Management

Focus on the right to human security, and protection during conflicts and emergencies.

Refugees and IDPs have been, and remain, the major focus group of World Service. World Service sees emergency response and disaster risk management, together, as a major focus area. World Service experience in managing large complex emergency interventions all over the world gives a sound basis on which to build continued capacity and preparedness to respond to disasters globally. World Service engages purposefully in advocacy and awareness raising related to protection, human rights, and voluntary and safe repatriation of refugees and resettlement of IDPs.

World Service emergency operations include a strong emphasis on life-saving interventions related to food, shelter and water, especially in the acute phases of crises. This may include a combination of material aid with psychosocial assistance. Church and interfaith partners often play a major role in this, and World Service calls upon them to share their expertise and support in psychosocial care. Within the context of the ACT alliance, World Service is a significant member with substantial implementation capacity for complex emergency programs. It has the capacity to respond immediately to emergencies happening in its operational areas. World Service works together with other ACT members in all major emergencies to assess and decide together the best modalities of response, especially in crises which arise in areas outside the current operational settings of World Service. The linking of relief, rehabilitation, development and disaster preparedness in the country programs is vital in order to maintain a credible presence and response capacity globally.

World Service plays an important role in ACT governance. World Service seeks to further develop the ACT International's capacity to provide support structures for global response in a professional and efficient way. The creation of a larger rapid-response mechanism and reserve within the ACT framework is important in order to guarantee first-phase response. World Service also prioritizes active participation in local ACT fora, focusing on joint learning and sharing of resources. World Service contributes actively to the strengthening of local actors, empowering them and building capacity to respond to disasters in their context and environment.

World Service has good working relationships with many international organizations and networks related to emergencies. World Service has global agreements with UNHCR and WFP. UNHCR is a key strategic partner in relation to refugees and IDPs and World Service intends to enhance this partnership and to seek ways to increase access and contacts within the ACT alliance. Other important networks to which World Service belongs to are the International Council of Voluntary Agencies (ICVA), the Steering Committee for Humanitarian Response (SCHR) and the Sphere Project. World Service will continue to participate globally in the Sphere project and to uphold the Sphere standards. At headquarter and field programs levels, World Service participates in coordination meetings of the United Nations Office for the Coordination of Humanitarian Affairs



(OCHA), whose aim is to ensure collaboration and coordination among all operational organizations in a country.

Strategic Objective 1:

People and communities are prepared for, able to respond effectively to, and recover from all types of disasters and complex emergencies.

Strategies:

- Build on and strengthen the capacity of communities to prepare for disasters and manage risks.
- Prioritize the involvement of women in disaster preparedness and risk management.
- Ensure a timely, relevant response with high impact on disaster-affected populations.
- Ensure that refugees and IDPs are enabled to fulfill their right to a life of dignity.
- Advocate for the rights of those affected by disasters and complex emergencies, globally and at national levels, with special attention to the rights of women, children and other especially vulnerable groups.
- Promote durable solutions through resettlement and repatriation.
- Be a major player in the ecumenical response to disasters through ACT International.
- Be an operational partner of UNHCR and WFP and make links with the ACT network.

Evidence of Change:

- Increased capacity of communities to prevent, prepare for, respond to and recover from emergencies.
- Women are key agents in disaster preparedness, response and recovery in the communities where World Service works.
- An increased number of vulnerable people can rebuild their lives in the aftermath of emergencies.
- Those affected by disasters and complex emergencies are protected and enabled to live with dignity.



2.5.2 SUSTAINABLE LIVELIHOODS

Focus on the right to food, the right to water and the right to an adequate standard of living.

In linking relief, rehabilitation and development in a rights framework, World Service gives special focus to economic, social and cultural rights and facilitates the empowerment of marginalized people to hold their governments accountable in realizing these rights.

Key elements in all country programs are the improvement of food security and income generation. This includes both farm and non-farm endeavors and micro-finance or community finances, together, as a special focus area. Training and capacity building of community-based organizations (CBOs)—related to the right to food, the right to water, food production, natural resource management, health, hygiene, nutrition and literacy—are important elements in many programs. At the national level, World Service aims to participate in policy development processes and in relevant networks.

Developing improved agricultural systems is a central factor in improving the livelihoods of the rural poor. Improved water management and irrigation, combined with soil and water conservation, are basic measures required in many places to ensure the stable, diversified production of food. World Service also supports communities in developing their animal husbandry practices. World Service promotes environmentally-friendly practices, which improve soil fertility and preserve the equilibrium of the environment rather than promoting commercially-available seeds and fertilizers. Diversifying crop production through integrated farm management and multi-crop systems is also a key element in improving the nutritional and health status of marginalized rural communities. Accessing local markets with agricultural produce is another area of key concern.



Strategic Objective 2:

Greater numbers of poor people achieve sustainable livelihoods.

Strategies:

- Enable communities to advocate for the right to food, access to agricultural land, water, pasture, forest and seeds, and access to markets and market-related information.
- Facilitate the development of food security strategies and plans within CBOs.
- Advocate for sustainable resource management and conservation practices.
- Promote indigenous knowledge, organic methods and the use of indigenous materials.
- Support communities in improving their access to clean drinking water and sanitation.
- Improve access to credit and strengthen savings mechanisms within communities.
- Support communities in developing farm and non-farm income generation methods.

Evidence of change:

- Communities advocate for their right to food and water.
- Communities achieve better food security and greater variety of food is produced and marketed.
- Communities have access to water and gain competence in its rational use and protection.
- Women have better access to income generation mechanisms and control over their own resources.
- Communities have access to savings, credit and insurance mechanisms.



2.5.3 HIV AND AIDS

Focus on the right to health, the right to a life of dignity, the right to information, the right to participation and the rights of women.

HIV and AIDS affect all aspects of development, politics, economics, society and culture. Without effectively addressing HIV and AIDS, the pandemic will continue to erode families and societies. Women and men, children and the elderly, are affected in different ways. Increasing numbers of orphans and women are disproportionately burdened. Stigma and discrimination based on existing inequalities continue to drive the pandemic. The seriousness of the threat from the pandemic is indisputable and all statistics show that the challenges will only continue to increase in the years to come. However, the millions of people living with HIV and AIDS (PLWHA) represent vital resources to curb the pandemic and mitigate its impacts. By protecting and uplifting human dignity, people living with and affected by HIV and AIDS can be capacitated to address the pandemic.

World Service has been engaged in HIV and AIDS work since the early days of the pandemic, has gained substantial institutional knowledge and has participated in a wide network locally, regionally and internationally. A central problem facing countries suffering from HIV and AIDS continues to be the ignorance of many in the face of the pandemic, and strong taboos and beliefs related to sexual practices and customs within society. World Service works to create awareness about modes of transmission, safe sexual practices, prevention, control and access to treatment.

World Service gives special emphasis to two of the most vulnerable groups: 1) people living with HIV and AIDS (PLWHA) and 2) women and girls. In all aspects of its work, World Service seeks to include and empower PLWHA as members of the communities where they live, ensuring their right to participation and freedom from stigmatization and discrimination, as well as addressing their right to health, food and water. In most societies, due to unequal power relations, women and girls form an especially vulnerable group and require special attention regarding the right to information, protection from violence, support for the immense burden of care placed on their shoulders and the power to make choices regarding safer sex practices.

Key partners are faith-based communities that also have long experience in addressing HIV and AIDS on various levels. World Service continues to engage with leaders of faith communities to reflect on issues related to HIV and AIDS in general and discrimination and stigmatization in particular. Spiritual leaders have strong influence in their own faith communities as well as the society at large, but often they avoid addressing important related issues such as gender, sexuality and power relations. In this area, World Service works closely with the LWF Department for Mission and Development (DMD) and the LWF Department for Theology and Studies (DTS) in accordance with LWF Council resolutions to promote care and compassion in dealing with those affected.

World Service also works with a broad range of civil society organizations that continue to play a significant role and are important agents to complement and, at times, correct the contributions by the state in the fight against the pandemic. When relevant, World Service will also work with government bodies.



Strategic Objective 3 :

HIV infections and their impact on society are reduced, and people living with HIV and AIDS have access to care and treatment.

Strategies:

- Raise awareness and understanding within communities on the basic facts of HIV and AIDS and strengthen existing mechanisms to mitigate the impact of HIV and AIDS.
- Fight against stigmatization and discrimination of PLWHA, promoting their active participation and inclusion in family and community life.
- Work together with, and challenge, churches and faith-based groups to play an active role in HIV and AIDS prevention and control.
- Focus especially on women and girls, due to gender inequalities as a root cause for vulnerability to HIV and AIDS.
- Raise the awareness of men on their role in curbing the spread of HIV and AIDS.
- Support those affected in claiming their right to health and access to treatment, and holding governments accountable as duty-bearers.
- Provide psychosocial support in the communities to families affected, with special emphasis on care-givers and children.
- Motivate, mobilize and prepare communities for home-based care of those affected.
- Hold governments and donors accountable for their commitments to fund HIV- and AIDS-related work.

Evidence of Change:

- A reduction in the incidence of new HIV infections in the communities where World Service works.
- An increased number of PLWHA breaking the silence.
- An increased number PLWHA having access to care and treatment.
- Increased numbers of affected people are able to live positively with HIV and AIDS for longer periods.
- An increased percentage of HIV- and AIDS-affected persons achieving sustainable livelihood.
- Increased attention of governments and donors to HIV and AIDS issues.



2.5.4 PEACE, RECONCILIATION AND HUMAN RIGHTS

Focus on the right to life, the right to human security and the right to participation.

World Service programs contribute to the promotion of human rights, peace-building and conflict resolution through multiple strategies. Many interventions relate to economic and social development because where there is equitable development and reduction of poverty, the potential for peaceful coexistence of people is enhanced. Others relate to civil and political rights, where civil society groups and organizations are supported and encouraged to play an active role in holding governments and other duty-bearers accountable, and to play a constructive role in society. Some other interventions relate to culture and sports where such activities bring people of different ages together to focus on joint activities and common cultural heritage, and to process traumatic experiences together. Utmost care shall be taken that the work of World Service does not unintentionally add to reasons for conflict (the do-no-harm approach).

Advocacy initiatives from grassroots organizations, women's groups and civil society actors are important elements of dialogue with the duty-bearers. World Service works to promote civic and human rights education in all its working environments, encouraging and nurturing the peaceful building of a culture of citizenship.

World Service also intervenes in crisis situations where inequity and injustice have generated violence and insecurity, and where a more direct approach to peace-building and conflict resolution is necessary. These approaches can include such elements as the introduction of peace education curricula in schools, churches and other social institutions, and bringing protagonists in conflict together in facilitated discussions, dialogue and negotiation. Where possible, World Service seeks to mobilize churches to take a leading role in peace-building and reconciliation initiatives and encourages them to enter peace-building coalitions with partners of other faiths. World Service may play a leading role in conflict resolution where practical and feasible, and always supports and promotes existing initiatives to advance conflict resolution and community efforts towards this goal. The role of women in peace-building and advocacy cannot be underestimated, although women are often excluded from peace-building and reconciliation initiatives. World Service emphasizes the inclusion and empowerment of women to act as initiators, catalysts and upholders of peace within communities.

For a faith-based organization, the challenge posed by interfaith conflicts, which has been significantly worsening in the past few years, remains central. Throughout its history, World Service has nurtured close and fruitful relationships with people and communities of other faiths, including Muslims, Hindus and Buddhists, and with non-secular governments. This network of strong historical ties based on mutual respect and appreciation is invaluable when conflicts and tensions arise. World Service will continue to build on these established relationships on the Christian understanding of diakonia as service to all without regard to religious affiliation. Interfaith dialogue remains high on the agenda as increased knowledge of "the other" promotes peaceful relations. World Service cooperates with other LWF departments and initiatives in this area.

An important element in working for peace and reconciliation between countries and communities relates to identifying and analyzing the root causes of conflict in order to take appropriate action. Advocacy at all levels is essential in order to obtain lasting peace and avoid the social and environmental devastation caused by conflict. In these efforts, World Service joins forces with partners throughout the ecumenical network, at national, regional and international levels.



Strategic Objective 4:

The full exercise of human rights as well as participation in decision-making at local, regional and national level are granted to people with whom World Service works.

Strategies:

- Strengthen community-based and civil society organizations,
- Use human rights and legal instruments to improve the situation of discriminated groups.
- Advocacy and networking activities to promote participation.
- Facilitate dialogue and reconciliation among actors in conflict situations and within the communities where World Service works.
- Link with expertise in World Service networks, especially church partners, in trauma healing, psychosocial counseling and non-violent conflict management.
- Empower women and promote their active participation in all human rights and peace-building efforts.

Evidence of change:

- Greater inclusiveness of all groups of the population in decision-making bodies.
- People in vulnerable communities are protected.
- Communities with which World Service works move from situations of conflict to peaceful coexistence.



2.5.5 GENDER

Focus on women's rights and gender equity.

The protection and promotion of the human rights of both women and men are fundamental to the sustainability of development. Unequal power relations between women and men often result in unequal distribution of wealth and access to opportunities. The centrality of women's role, not only in the family and community, but also in the process of development, necessitates the full implementation of the human rights of women and of girl children.

The root causes of gender inequality for women include lack of power sharing, restricted participation in society, devaluation of experience and work, and violence against women. Sustainable development can only occur in a context where these broader issues are assessed and addressed by men and women together. World Service undertakes specific advocacy and awareness raising to change public attitudes and practices as well as to institutionalize gender equality.

World Service recognizes that improving the status of women requires the participation of both men and women. Addressing gender issues must be the concern of all people, not only women. An understanding of the roles and responsibilities of both men and women in a community, as well as their relations to each other, are critical.

All development work has a gender impact. World Service work in both emergencies and development aims intentionally to address gender equality in order not to reinforce patterns of injustice and exclusion for women. For this reason, it is essential to recognize and analyze the effects of all development processes on gender.

Protection of women against gender-based violence is also a key part of all emergency work. All World Service staff have committed to the Code of Conduct of the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, to which both LWF and ACT are signatories.

World Service also recognizes the vital role women play in mitigating the effects of disaster, in conflict resolution and in dealing with crises. The inclusion of women at all stages and levels of emergency response and building peace, including fostering leadership roles, in line with UN Security Council resolution 1325 ("on women and peace and security") is important to World Service.

All assessment, planning, monitoring and evaluation in development work require a gender perspective and analysis, and World Service aims to improve in this regard. World Service continues to support the empowerment of women by formulating specific opportunities and projects for women in order to ensure that they are fully involved in the development process.



Strategic Objective 5:

Women and men enjoy equal rights in communities where World Service works.

Strategies:

- Strengthen the ability of women and girls to claim their rights and meet their basic needs.
- Promote leadership and equal participation of women.
- Focus on men to raise their awareness on gender issues and equal rights.
- Promote behavioral change through dialogue and support to communities.
- Take action to protect women from violence and provide support when they suffer from violence.
- Focus on gender issues throughout planning, implementation, monitoring and evaluation, ensuring gender sensitivity in all interventions.

Evidence of Change:

- Increased women's participation at all levels in the communities where World Service works.
- Women know and claim their rights.
- Balanced participation of women and men in leadership positions.



2.5.6 ENVIRONMENT

Focus on sustainable development.

Sustainable development is only achieved when long-term human needs are satisfied without threatening the resource base on which future generations depend. It requires responsible management of the environment and natural resources. Ecological considerations need to be integrated into the identification and formulation of work in the areas of: food security, soil conservation and regeneration; increased agricultural productivity; sustainable population growth; afforestation; strengthened emergency preparedness for natural disasters; and addressing rural and urban health and sanitation needs.

World Service is committed to incorporating concern for the environment into all development decisions and operations. Environmental problems can be caused, overcome or mitigated by almost any decision or operation. Environmental Impact Assessment (EIA) will be the standard procedure used by World Service at program and project levels, aimed at identifying and mitigating any negative environmental effects of its development activities, thereby directly contributing to environmentally sustainable development.

Environmental conservation includes participation and responsibility. The only way that the use of local natural resources can be made sustainable is by fully involving all resource users. The special role of women as resource managers and disseminators should be underlined, especially in relation to the role women have in collecting firewood for cooking and accessing clean sources of water.

Environmental education is a vital accompanying measure for all development activities, reinforcing the message that local natural resources need to be used in a sustainable manner. Such education will be undertaken vigorously among the communities where World Service works. Traditional knowledge of natural resources and their use will also be fully utilized, as traditional practices often are environmentally-friendly and sustainable, in addition to being fairly accessible to the poor.

The impact on the environment of World Service programs must always be assessed, and any adverse impact mitigated. In the efforts towards achieving sustainable development, care of the environment is always supported and local knowledge and sustainable practices are promoted.



Strategic Objective 6:

Natural resources in the area of World Service operations are used in a sustainable and equitable manner.

Strategies:

- Assess all program interventions from an environmental perspective.
- Strengthen the ability of communities to care for, protect and fully utilize their environment in a sustainable manner.
- Utilize and strengthen proven traditional and environmentally-friendly practices.
- Increase the ability of communities to mitigate the impact of environmental degradation and to plan for improvement measures.
- Promote equal access to resources for men and women.
- Support communities in their attempts to hold governments and external actors accountable for environmental neglect and problems.

Evidence of change:

- Communities are able to care for, and prevent the further degradation of the environment.
- Environmentally-sound practices support improvements in food production and income generation in communities.



3. Organizational Strategy

Organizational Priority:

All World Service programs fulfill the highest programmatic and administrative standards and are focused on empowerment and human rights.

To achieve its programmatic objectives and to ensure the effective implementation of its global strategy, World Service needs to accomplish several organizational objectives, which depend heavily on both World Service headquarters as well as its field programs.

3.1 World Service - A Learning Organization

World Service is conscious of the increasing demands facing development and emergency response organizations today. World Service understands the need to be more dynamic, effective and professional in order to continue to demonstrate and deliver high quality results, which are proven to have a positive impact on the communities with which World Service works. World Service continues to aim at maximum cost effectiveness in relation to results achieved. In order to accomplish these tasks, certain key competencies and systems are needed and new ways of working must be adopted.

New approaches to development challenge World Service programs. People-centered empowerment and integrated approaches, as well as the rights-based approach to development and emergencies are transforming the way World Service works. Learning from past experiences does not happen automatically and World Service is challenged to actively nurture capabilities for team learning and sharing within its networks. Systems to ensure that this happens globally, and corresponding capacity building, have to be improved. Consistent methodology regarding development implementation is required. This is necessary to ensure the quality of the work and in order to focus on commonly-agreed goals and directions. The headquarters office is responsible for policy development and continues to play this role.

It is the aim of World Service to be a learning organization and thereby constantly to improve the quality, the efficiency and the coherence of its work. World Service also wants to develop and improve on mechanisms through which communities and partners can also hold World Service accountable as duty-bearers towards them. World Service aims to improve on information sharing and transparency with all partners, and will work on new mechanisms to disseminate sometimes complex information to grassroots levels, related to the specific area of funding and finance. World Service will continue to develop and share standards of best practices across programs and with partners. The process of developing this global strategic plan shows World Service's understanding of transparency, partnership and participation, in the way in which it has involved all major stakeholders. The key issues, which have been laid out in the programmatic part of this strategic plan, have been identified together. World Service will continue to learn from its own experiences and from its partners.



Impact orientation

World Service focuses on the impact of programs and projects on people and communities or structures, rather than simply measuring the activities themselves. Results are measured qualitatively and quantitatively with and by the people themselves, who learn through their participation and experience how to monitor and assess the changes on their own.

Organizational Objective 1:

All World Service programs are coherent with the global strategy and interventions utilize empowerment, integrated and rights-based approaches.

Strategies:

- Build a common understanding of the strategic approaches among staff and partners at all levels.
- Incorporate empowerment, integrated and rights-based topics into staff development and training modules.
- Provide opportunities for dialogue and exchange among field programs, for team learning and sharing best practices.
- Develop a general toolbox on approaches that are participatory, people-centered and rights-based, and that promote community empowerment, advocacy and integrated development.

Evidence of Change:

- Country strategies and planning, monitoring and evaluation (PME) processes reflect an empowerment, integrated and rights-based approach as well as an impact orientation.
- Staff have internalized the strategic approaches and application of them is evident in their work.
- The marginalized and vulnerable poor gain increased ability to:
 - analyze their situation;
 - define development priorities; and
 - take effective action to implement plans and evaluate them.



3.2 Organizational System

A key challenge is to ensure that the organizational systems of World Service are functional and agile and able to respond to rapid changes in the working environment. This Global Strategic Plan presents a major challenge to World Service structures and staffing capacities. The operational structure of World Service currently comprises the following components.

World Service Geneva Headquarters

World Service headquarters are based in Geneva. The main roles of the headquarters are to provide policy guidance, quality assurance and support to the country, regional and associate programs. The headquarters' staff oversee and control the management systems of the fieldwork, ensuring compliance with systems and procedures and upholding a high standard of work.

World Service headquarters focuses on managerial and leadership functions and maintaining active communication with the field. The headquarters staff coordinate program implementation, financial control and accounting. They also coordinate the establishment of new programs and preparations for localization.

Coordination with partners is a key function of headquarters especially in relation to related agencies and other partners. Communication is an important area to be developed both internally and externally with partners and other interested parties. During the period of this strategic plan, World Service will ensure that adequate resources are applied to the critical function of fundraising.

In view of the changing scenario to engage more directly with related agencies and ecumenical partners, and in relation to the current "LWF Renewal Process", the possible decentralization of some functions of the Geneva headquarters is envisaged. The work of World Service headquarters will focus on leadership, coordination, financial control, quality management and human resource development for World Service staff. Other activities currently related to thematic support may be better carried out in the field.

Country Programs

World Service operations are carried out globally by country programs that are set up in the countries of operation, sharing a common structure and guided by policies, principles and management systems that are jointly established between headquarters and local governance. Country programs have respective country strategies, which set out the direction, priorities and strategies that are relevant to the country in responding to development challenges and realizing the global strategy. In the same way, country strategies have also fed into the shaping of the global strategy, looking at common work and trends. While the programs will align themselves with the global strategic plan, it is acknowledged that each country program must adapt the global guidelines and principles to prevailing conditions and local concerns. Programs have a large degree of operational autonomy within the framework of the approved country strategy.

Given the changing context, country programs must play a more important role in mobilizing resources and raising funds locally. The country program ensures the quality of projects and maintains liaisons with appropriate networks.

It is a strategic choice of World Service to employ mostly local staff to carry out the work. The country representative is typically an expatriate, while other senior staff, including finance managers, may be either expatriate or local, depending on the situation.

Cooperation among country programs in resource sharing, common planning and training is strong in some regions, while in others, it remains to be further developed. Experience of staff exchanges between programs has been very positive, leading to meaningful sharing of best practices, learning



from common challenges and increased staff motivation. An organizational culture that encourages innovation, learning and sharing will enable World Service to respond to a rapidly-changing environment.

Regional Programs

In some regions, World Service programs operate under a regional structure. This means that programs in several countries of close proximity work together under one structure to effectively respond to cross-border issues and common concerns. This ensures a regional response, enhanced networking and more efficient use of resources.

Associate Programs

Some former World Service programs have graduated to become associate programs. These programs were originally established and operated by World Service directly, but over time have gained sufficient strength to transform themselves into independent, national organizations under local governance. There are three main types of LWF associate programs:

- Those that are bodies related to local LWF member churches.
- Those that are operational arms of non-LWF ecumenical church partners.
- Those that are organized as secular local NGOs.

World Service performs an important role in continuing to link and extend specific ongoing support to associate programs while leaving them free to pursue their own strategies under local governance. Both World Service and the associate programs gain considerable mutual benefit from maintaining this link that extends World Service outreach and involvement for the purposes of disaster preparedness and response, and interfaith dialogue, among others. Associate programs can benefit from shadowing and receiving support in World Service systems (such as finance systems, and monitoring and evaluation) and participation in relevant fora.

This paves the way for a new role and relationship for World Service and former country programs, with exciting implications and potential synergies for a new era of networking and collaboration. This cooperation needs to be further developed and systematized.

The World Service program strategy approaches pose challenges with regard to increasing the ability of staff to build competence in the empowerment, integrated and rights-based approaches. To be able to deliver the kind of quality work and professional standards of programming desired, considerable emphasis will be placed on competence building. This applies both to staff at headquarters as well as in field programs. World Service will continue to provide staff training, participate in relevant networks and develop strategies to collaborate with a range of partners on these issues, in order to improve and enhance competencies.

Staff development and participation in country program staffing are areas of special interest to several World Service related agencies. The period of this strategic plan will see systematic work to find smooth and mutually-beneficial ways of working together in such areas as seconding agency staff to programs, providing support through short- and medium-term consultancy and participating in field staff training.



Gender imbalance continues to pose a problem for many of the programs. The period of this strategic plan will see a systematic focus on gender issues generally, but will also relate specifically to equal opportunities for female staff in World Service and will especially encourage women to apply for senior positions.

**Organizational Objective 2:
World Service staff carries out high quality work in an accountable and transparent manner.**

Strategies:

- Strengthen the management structure, systems and mechanisms to improve decision-making, implementation, accountability and quality assurance.
- Reinforce effective planning, monitoring and evaluation processes and documentation of results.
- Strengthen the competence and capacity of staff and establish more effective and responsive staff search mechanisms.
- Develop channels for more effective internal and external communication to improve World Service visibility.
- Emphasize learning throughout World Service and create effective mechanisms for sharing best practices and exchanging knowledge and skills.
- Ensure diversity and gender balance in staffing structures.
- Explore and analyze possibilities for the further decentralization of headquarters functions.

Evidence of change:

- Well-functioning headquarters coordination and program management in country programs.
- Consistent, high-quality, professional standards of work are maintained.
- A dynamic and effective human resource system is in place to ensure staff competence.



Localization

Some World Service programs are preparing for localization and will associate programs. Localization is one of the exit strategies employed by World Service, given that the engagement of an international humanitarian and development organization is inherently time-limited and must either be withdrawn or transferred to local ownership wherever circumstances permit.

In relation to localization and choosing potential partners to assume local ownership, competence, or potential competence, should always be the most important criterion. Preference will be given to building the capacity of church-related partners, and assessment of the local context's capacity to sustain the mission and vision of the organization will be a leading consideration.

Organizational Objective 3:

World Service works actively towards sustainable local solutions for country programs.

Strategies:

- Build the capacity of local partners and structures to promote sustainable solutions.
- Continue to include exit and localization strategies in country strategy plans.
- Develop support mechanisms for associate programs and continue to engage with them while exploring new working modalities
- Develop mutual understanding among stakeholders of the country program on processes and procedures for localization.

Evidence of Change:

- Field programs pursue localization processes.
- Associate programs contribute to, and benefit from, membership in the World Service family.
- Memorandums of Understanding (MoUs) with associate programs are reviewed and updated periodically and by mutual consent.



3.3 Financial Resources

World Service has no funding of its own and does not fundraise directly with the public. World Service therefore relies completely on partners to act as intermediaries to access public funds. This creates an environment where financial stability of the organization remains a challenge. World Service income is reliant upon its relationships with its donors and the types, quality and number of programs and projects that World Service strives to implement. World Service recognizes that high quality work attracts financial resources.

World Service must examine the sources of income that will enable the delivery of the World Service Global Strategy. World Service shall look in detail at traditional and new sources of income to support the Global Strategic Plan in the dimensions of both methodology and partners. World Service will undertake a systematic mapping of funding possibilities from traditional and new partners (foundations and corporate sectors) to determine the potential level of support for each program type and geographical area.

Securing increased or new funding will require investment of people's time and skills to match the donors' requirements. In order to broaden the resource mobilization base, accessing the European Union (EU), embassies, foundations and UN-related trust funds for receiving increased funding locally may require having local national identities, or establishing a legal presence outside of Switzerland, but still remaining affiliated with World Service.

No matter what the source, fundraising will become a much higher area of strategic importance in World Service than it has ever been. Therefore, the need for designated fundraising staff at World Service headquarters and in each country program is foreseen. Such added capacity is expected to improve World Service financial sustainability and management flexibility, enhancing responsiveness, effectiveness and efficiency in the implementation of its mandate.



Organizational Objective 4:

The World Service funding base is secure, diversified and growing.

Strategies:

- Develop fundraising strategies and competencies.
- Diversify income sources to reduce risk and safeguard independence.
- Expand World Service relationship at all levels to ensure a broader base of support.
- Promote fundraising from local sources in the country programs.
- Actively raise funds that can be used where they are most needed.
- Maintain appropriate reserves for emergency response, development and advocacy work.
- Maintain sufficient resources for headquarters costs.
- Ensure adequate funds for overhead costs through good project design.
- Offer all partners more and different opportunities to engage with World Service.
- Take on emerging fundraising opportunities.

Evidence of change:

- A fundraising desk is established in headquarters and field offices.
- Fundraising strategies are developed and implemented in all country programs.
- Global annual income increases to USD 150 million.



3.4 World Service as part of the Lutheran World Federation

3.4.1 Constituency - The LWF Communion of Churches

World Service is an expression of the international diakonia of the communion of Lutheran churches. LWF member churches are the constituency of World Service. World Service always engages with LWF member churches, especially where they are present in the country of operation, and are often in the country at the member church's invitation. Engagement with churches in countries where there is no World Service program happens through the normal Communion structures and meetings, and World Service is always open to looking into new ways of cooperation with LWF member churches. World Service will use the strategic advantages brought about by being a part of the LWF purposefully and for the maximum benefit of the ecumenical family.

Cooperation of World Service operations with member churches depends very much on the size, interest, capacity and circumstances of the member church. In some countries, World Service works with the local church on common issues; in others, it works where the church is not present or has only limited capacity; and in others, the church is so small that practical cooperation is very limited. Sometimes, division of labor is agreed upon according to the communities with whom World Service works; for example, it may be agreed that World Service concentrates on work with refugees and IDPs in a given country or in specific geographical areas. In cases where the member church is a strong local entity, the church or a church-related body through a localization process may eventually manage the World Service program. In such cases, the capacity of the church is built up over several years to ensure the sustainability, appropriateness and professional capacity of the national body.

In the cooperation with member churches, establishing links and promoting coordination and mutual learning is emphasized. At the same time, World Service as a department of the LWF, and governed by its mandate, functions independently of member church structures regarding operations, management, personnel, finance and governance.



Organizational Objective 5:

World Service is strongly supported by the communion of Lutheran Churches as its global diaconal instrument for emergency assistance and development cooperation.

Strategies:

- Promote close collaboration with (member) churches in areas of mutual interest and explore complementary areas for action, including local and international advocacy work.
- Engage churches in mutual conversation and learning through participation in planning, monitoring and evaluation of World Service work.
- Engage and challenge churches on issues of specific concern, such as human rights and HIV and AIDS.
- Promote joint learning on empowerment at LWF Assemblies and global, regional, and national meetings.
- Engage in sustained capacity building, where appropriate.

Evidence of Change:

- Churches within the Communion commit themselves to World Service as the diaconal expression of the LWF and take ownership of its work.
- World Service empowerment and advocacy work is enriched and reinforced through partnerships with churches.



3.4.2 Governance and the LWF Secretariat

World Service is a department within the LWF Secretariat, governed through structures described in the LWF Bylaws as well as specific Terms of Reference for the Department for World Service. A Standing Committee for World Service has been functional since 2000. It meets twice a year and has the authority to decide on policy, funding and operational issues as defined in its mandate. As part of the LWF structure, World Service is also impacted, and impacts on, structural developments within the organization. This is especially important as the “LWF Renewal Process,” will be finalized by the LWF Eleventh Assembly in 2010.

As an operational, humanitarian, development and advocacy department, World Service differs significantly from the other LWF departments. Operational space—which has been referred to as the ability to act immediately on policy, funding and staffing issues—is a crucial factor, and thus a governance body equipped to make decisions in a timely manner is of strategic importance to World Service. In the context of the “LWF Renewal Process,” World Service will ensure that the decisions on governance structures for the department are tailored to facilitate carrying out its functions as reflected in its mandate.

World Service will continue to work closely with the Department for Mission and Development. World Service will enhance areas of synergy and mutual interest, while guarding against inefficiencies caused by overlapping roles and functions and, at the same time, maintaining its own specific profile and modes of operation.

World Service works closely with the Office for International Affairs and Human Rights in bringing issues from the country programs to the level of international advocacy. This cooperation has grown in recent years and will continue to form a focus area for further development and strengthening. The theological, ethical and interfaith work carried out by the Department for Theology and Studies (DTS) is informed by the operational work of World Service. In turn, the theological work of DTS provides critical perspectives or “added value” to the faith-based identity and work that World Service carries out as part of the LWF. World Service will foster its co-operation with the Office for Personnel to recruit and maintain qualified staff and will continue to draw valuable support from the Office for Finance and Administration related to financial needs and concerns.

Organizational Objective 6:

Strong governance supports World Service in carrying out its mandate efficiently and effectively.

Strategies:

- Work towards creating a unified and strong governance structure to provide professional oversight for World Service.
- Continue to develop governance systems to enhance ownership, accountability and transparency.

Evidence of change:

- A unified and strong governance structure is in place, which provides strategic guidance.



Organizational Objective 7:

World Service collaborates with other parts of the LWF in a smooth and complementary fashion.

Strategies:

- Strengthen competence in the humanitarian and development fields and contribute to the self-understanding of the LWF as an important humanitarian, development and advocacy actor.
- Actively participate in the “LWF Renewal Process” creating and fostering understanding of the requirements of an operational department and supporting constructive deliberations on possible changes to structures.
- Work together with the other units of the LWF Secretariat to clarify roles and improve internal accountability at different levels of the organization and between departments and offices.
- Develop systems to promote effective communication, and timely and efficient staff recruitment and training.
- Work towards maximizing the benefits of the added advantages of belonging to the LWF—such as our status with the UN—by fully utilizing the opportunities and potential thus provided and opening them up to the wider ecumenical family.

Evidence of change:

- Increased synergy, improved coordination and cooperation within and among the LWF Secretariat and field areas of operation.



3.5 World Service and the Related Agencies

The term “related agencies” has traditionally been applied to church-related organizations for humanitarian assistance and development cooperation. There is a visible link between World Service and some related agencies because their history is connected with the foundation of the LWF and World Service. Today, “related agency” does not fully describe the central role these partners play in relation to World Service. This relationship is certainly not restricted to funding; rather, it increasingly extends to other forms of relationships including an increased involvement at the country program level. Overall, multilateral cooperation with these organizations is based on a shared commitment to ecumenical cooperation and a holistic approach to achieving common goals through mutual and binding partnership. It is recognized that related agencies provide almost half of the total budget of World Service and the major part of the related costs for Geneva headquarters. Thus they have not only a strong vested interest in the functioning and performance of World Service but are also acknowledged as crucial stakeholders.

The form and extent of the cooperation with related agencies has changed over the years. Changes in the ecumenical landscape, relating to the formation of ACT International and the current formation of ACT Development, necessitate a rethinking of partnership with World Service’s closest partners. Traditionally, World Service was the main implementing and operational partner of many related agencies. Today, many agencies have opened country offices, working with and through multiple partners, and often operating in countries where there is also a World Service presence. At the same time, there are many agencies for which World Service still represents an important ‘operational arm’ of their international diakonia. Developing, nurturing and deepening the understanding of partnership in discussion with all these agencies is a crucial objective. With some agencies, this may lead to closer collaboration in the direction of joint implementation and increased partnership on program substance, where the agency role is strengthened in participating at all programs levels. With other agencies, it may lead to closer collaboration at the field level in the context of ACT Development.

World Service will prioritize strategic discussions on partnership with each agency to find new, mutually-beneficial ways of cooperating, which will enhance and strengthen the impact of the common work, avoid overlap and build on the competencies of each organization. The nature of the cooperation depends very much on the size, interest, capacity and circumstances of the partner agency. Each situation is different and working modalities and potential areas of cooperation will be explored together, building on the relative strengths of the partners.



Organizational Objective 8:

Related agencies join with and support World Service as part of their own efforts for peace and justice.

Strategies:

- Develop individual partnership modalities with each related agency.
- Increase involvement and joint efforts with related agencies in planning, monitoring, and evaluation of World Service's empowerment work.
- Contribute to the communication and program objectives of related agencies.

Evidence of change:

- Individual partnership modalities with each related agency are agreed and formulated.
- Related agencies meet their own strategic objectives through partnership with World Service.
- Increased participation of related agencies at all levels, including secondment of staff.
- Related agency funding for World Service is increased.



3.6 Ecumenical Partners

World Service always seeks to work ecumenically and in close cooperation with churches of other denominations. This recognizes the reality that ongoing bilateral relationships exist between Lutheran churches and other church bodies, at many levels. At the same time, World Service seeks to strengthen cooperation between international and other operational actors within the ecumenical family. Especially in countries where there is no LWF member church, ecumenical partners are often key partners and stakeholders. Historically, the invitation to operate in a given country has often come from a national Council of Churches.

Ecumenical bodies, such as the ACT International, ACT Development, EAA, APRODEV and ECLOF are vital partners for World Service. World Service is an active member and participant in all these entities, and places high importance on the strategic value and necessity for close cooperation within these bodies. World Service also considers itself an important contributor to ecumenical networks, especially relating to its strong operational capacity, which is unique within the ecumenical family. World Service wants to view itself as a vehicle for operational emergency, development and advocacy initiatives at the service of the entire ecumenical family, and works actively to promote this understanding through its work.

At the country level, World Service participates and contributes towards closer relationships and joint planning, implementation and evaluation within the ecumenical family through local ACT fora and ACT Development initiatives, offering capacity in facilitation and coordination to the network, and learning from others in the process.

World Service brings to the ecumenical family a strong proven background in the effective and professional implementation of emergency, relief and development-related work. World Service also seeks to support its ecumenical partners through capacity building, sharing of responsibilities and joint planning, and accessing multilateral funding, especially through the UN. Furthermore, opportunities for the ecumenical family and related agency partners, in particular, to participate in joint international advocacy through the LWF position in the UN system is an area that World Service seeks to promote and develop within the period of this strategic plan.

ACT Fora

In countries where World Service is engaged in emergency work, World Service always seeks to work together with other ecumenical actors on the ground. This is done primarily through the ACT fora structures and it is a shared goal with ACT that these be strengthened to provide a more comprehensive response to emergencies and to increase impact and effectiveness. World Service also aims to place greater emphasis on supporting members of the network through capacity building at national and international levels.

ACT Development

As ACT Development evolves to encompass concrete programmatic planning and implementation at the country level, World Service is committed to playing an active role at all levels. It aims to be a strong partner in these efforts, linking and helping other members of the ecumenical family and local partners to benefit and engage in a meaningful way. Facilitation and coordination of activities at local levels will be supported and encouraged.



Organizational Objective 9:

Ecumenical partnership and cooperation, especially within the framework of ACT International and ACT Development, is strengthened.

Strategies:

- Play an active role in ACT International and ACT Development at all levels, providing facilitation and coordination in the country programs.
- Deepen dialogue with ecumenical partners to build common understanding of joint challenges and work.

Evidence of Change:

- World Service is a key operational partner for ACT International and ACT Development, globally and nationally.
- Ecumenical partners support World Service empowerment programs through advocacy and their own diaconal work.
- World Service plays an active and supportive role in all ecumenical coordination.



3.7 Other Partners

World Service is positioned to link with local communities, government and non-governmental partners, NGO coalitions and international bodies. These relationships allow World Service to work with, on behalf of, or through, these partners. These links, together with its core values, make World Service a credible actor within different sectors of the emergency and development community, as well as in local and international social sectors. World Service is therefore able to play a role as mediator and facilitator of processes and exchanges at various levels.

The task of supporting and accompanying local communities to achieve sustainable development includes empowering them to play active and meaningful roles in these networks. Additionally, World Service supports political awareness, civic education and institutional support regarding access to government and other jurisdictional structures. In addition, together with LWF member churches and related agencies, World Service brings a multi-level capacity to address issues at national and international levels and brings local experience into the international public policy debate.

Networking Partners

National NGOs

World Service supports local NGOs whose development aims are in line with its own strategy and core values and when these organizations are able to complement and strengthen its own operations.

Regional networks

World Service programs participate in many regional networks that provide space to discuss common challenges, share best practices and plan common actions. World Service programs have formed regional networks in Asia and Southern and Eastern Africa, and many related agency regional networks in the field also include World Service programs.

Inter-religious cooperation

In the current situation where conflict and violence are increasingly fuelled using religious terminology and extremist agitation, World Service prioritizes working consciously to promote understanding and tolerance between religions. In this process, World Service staff serve as a reservoir of resources, taking into account the multiple and varied backgrounds of staff serving the organization and committed to its aims and principles, yet coming from many faiths.

National fora and coalitions

World Service participates and collaborates in many local coalitions of like-minded organizations with a focus on issues of common concern. Strategic alliances are crucial especially when wishing to address issues of a sensitive nature at the national or regional level, both to protect the organization itself and to gain enough momentum to be heard.

Academic alliances

World Service aims to strengthen links with universities, colleges and research institutes in order to maintain and nurture a high level of professional capability and also to provide opportunities for researchers to study and support World Service work through relevant and applicable research.



Funding Partners

UN organizational bodies

World Service has global agreements with two UN bodies, namely UNHCR and WFP. Additionally, it works with many others such as OHCHR, UNICEF, UNDP, UNAIDS, UN peacekeeping missions and UNEP. Country programs regularly participate in coordinating work done through OCHA and participate in thematic fora and policy discussions related to the field of operations. These relations are very important to World Service and have the potential to grow further. This will be a focus area for the period of this strategic plan, including facilitating access to these bodies for ecumenical partners throughout the network as far as feasible. Links to these bodies are considered an important opportunity to extend the specific World Service approach of further empowering marginalized communities through relationships and funding throughout the ecumenical family.

A relatively new connection between World Service country programs and UNHRC has begun to grow in recent years. World Service aims to strengthen program links to international advocacy on human rights, and participation in shadow reporting and statements to the Human Rights Council and the treaty body system, through close cooperation with the LWF Office for International Affairs and Human Rights and interested related agencies. The field of international advocacy has the potential for rapid growth and serves as a useful vehicle for the ecumenical family in transmitting field level, concrete experience and witness to the international community. World Service aims to expand this collaboration during the period of this strategic plan and needs additional resources for this purpose.

Other funding partners

Many World Service programs already have relations with a multitude of funding partners including both multilateral and bilateral sources. These include various foundations, the EU, USAID, CIDA, AUSAID, the World Bank, the Asian Development Bank, decentralized governmental sources such as embassies, official aid departments and even funds from other international NGOs such as Oxfam, Save the Children and Right to Play. These partnerships are also important in securing a wide and stable funding base and the relationships related to them are an area of strategic importance for World Service.

Government Partners

Local and national governments

Good relations with local governments are important for World Service, and often government offices are key stakeholder partners in World Service operations in the fields of emergency response and development. On several occasions, World Service has been invited into a country by the national government itself. While World Service works to maintain and uphold good working relations with government, World Service maintains a critical voice on policies and governance issues for which the government, as primary duty-bearer in each country, is accountable. This is done through multiple methodologies and utilizing the rights-based approach, where a foundation of mutual trust and respect allows us to prioritize advocacy through discussion and dialogue rather than direct confrontation on areas of disagreement and dispute. In its relationships with governments, World Service is not involved in partisan politics of the country and will always endeavor to resolve any conflicts peacefully and at the lowest level possible.



Organizational Objective 10:
Partnerships with other funding, implementing, advocacy and government partners are developed and strengthened.

Strategies:

- Strengthen and broaden the base of partnerships.
- Enrich World Service empowerment work with poor people through network partnerships.
- Promote joint action in advocacy.
- Engage critically with government on empowerment work.

Evidence of Change:

- Relevant advocacy issues are addressed by duty-bearers.
- World Service works with increasingly more new partners.
- National and local governments facilitate and support World Service.



Annex 1:

External and Internal Contexts

External Context

Growing poverty, inequality, wealth

Abject poverty is still the greatest challenge in today's world and the greatest human rights violation. Although in some parts of the world, wealth is growing and some countries show considerable economic progress and growth, poverty persists and is deepening in other parts of the world, especially in many African countries. Economic globalization has so far caused more division in the world than created global unity. It has deepened inequality within and between nations. This inequality is no longer correctly described as the North-South divide. In some countries, poverty has been reduced tremendously over the last decade and a wealthy middle class is emerging, while in some of the richer nations, pockets of poverty, caused mostly by unemployment, are growing.

Role of the nation state at stake

Poor and irresponsible governance in many countries has led to a spreading disillusionment about the ability of the state to protect poor people's interests. For many governments, the primary concern is not focused on development for all. The mechanisms for citizens to hold elected leaders accountable remain weak or non-existent in many countries, with failed states and totalitarian regimes forming an extreme category in this regard. In the face of the growing power of multinational corporations and the regionalization of political decisions, the scope of power and influence for national governments and parliaments is narrowed. Weak and untrustworthy political institutions are as serious a threat to peace and stability as undemocratic dictatorship.

Role of the UN remains weak

Global multilateral institutions are undergoing substantial change. The UN reform process is leading to a global re-assessment of how the international community should react in solving common problems, whether related to global security, humanitarian response or human rights issues. Frustration with the UN and its expensive and slow-to-respond bureaucracy combined with limited enforcement capacity, has led to a situation where many are questioning the usefulness of UN- organizations. Even more, the roles of the International Finance Institutions (IFIs)—such as the World Bank (WB) and the International Monetary Fund (IMF)—or that of the World Trade Organization (WTO) are challenged. So far, neither the UN system nor the IFIs are able to overcome the vested political and economic interests of its members—for the sake of the poor and vulnerable—despite good intentions and declarations such as the UN Millennium Declaration.

Violent conflicts and wars

Violent conflict blights the lives of millions of people. It is a source of systematic violations of human rights. The nature of conflict has changed and new threats to collective security have emerged. Civil strife has taken on more brutal and inhumane characteristics, where especially women and children are subject to increasing violations of their bodies and lives. Millions of people are caught up in conflicts—often relating to the use of natural resources (especially oil and water)—that have international impact and cannot be resolved locally. Security agendas focusing on military



answers to complex development problems are in themselves creating more violence and causing new threats to large populations and humanitarian workers in the field. Although there has been a considerable reduction in highly-violent conflicts and wars over the last several years, especially in Africa, the number of conflicts in which violence is used, or which are likely not to be solved by non-violent means, has risen. In consequence, the risk for human-made disasters for large population groups remains very high.

The role of religion in violent conflicts

Inter-religious conflict has in many parts of the world become more serious than before. Triggered by fanatics with a political agenda, religion has been increasingly misused to justify intolerance and dominance, even terror and violence. Increasing religious fundamentalism, including Christian fundamentalism, has now affected many regions. There is a growing polarization between proponents of Western and Muslim societies, not least as a result of terrorism and the global war against terror. At the same time, faith-based organizations and movements are becoming more active and visible in promoting solutions to development problems and violent conflicts. The role of faith and religion for development, peace and stability is receiving more attention from political and secular institutions.

Natural disasters

Natural disasters and environmental degradation are likely to grow according to all credible research data. Climate change and global warming may contribute to an increase of emergencies in some regions. Increasingly erratic and reduced rainfalls, violent storms and scarcity of water related to environmental degradation will strongly and negatively impact the life of millions of people. The poor population is especially vulnerable in situations of disasters, as they lack the means to cope and do not have reserves or alternatives to sustain their livelihood.

Growing numbers of migrants, refugees and IDPs

Disasters, human-made and natural, often result in large-scale displacement of populations, internally and across borders. The plight of refugees and internally-displaced persons (IDPs) remains a serious problem globally and the numbers of such persons are likely to increase. UNHCR registered 19.2 million refugees and IDPs in 2004. Natural disasters, combined with political agendas such as access to water or natural resources, have resulted in increasingly difficult and protracted situations of displacement or refugee encampment where adequate resources for survival are not available. Host communities are often placed under severe strain when coping with the influx of large populations to already-marginalized areas.

HIV and AIDS

The undaunted spread of the HIV and AIDS pandemic in the world continues to pose serious challenges to all partners involved in development and relief. Achievements of the past years are threatening to become undone, as medical structures increasingly cannot cope with rising patient numbers. The right to adequate care and treatment is unavailable to the majority. Patients rights to access affordable medicine are denied. Stigmatization and exclusion cause misery to the patients themselves as well as their families. Community beliefs and behaviors towards people living with HIV and AIDS compromise the dignity of those who are living positively with HIV. The role of the Christian faith community in addressing these issues has not always been positive.

Rural areas are neglected

The majority of the world's poor living in rural areas remain unserved in every respect related to development. Working conditions are less attractive, skilled personnel tends to move to urban areas



and the capacity of local organizations is often lower in the rural areas than in those closer to cities. The fulfillment of basic rights in these areas is thus made even more difficult. Many organizations and NGOs tend to work in areas that are more accessible, also because these are operationally cheaper.

Better communication, and political consensus and accountability

In today's globalized world, there are many new opportunities to fight for the rights of the poor. The Internet has given unprecedented access to information to many, although the right to information remains unrealized in many regions throughout the world. There are increasingly effective advocacy networks. Today there is also a growing consensus on development. That consensus has been powerfully expressed in the UN Millennium Declaration. Unfortunately, the consensus has yet to give rise to practical actions and there are ominous signs for the decade ahead. There is a real danger that the next 10 years, like the last 15 years, will deliver far less for human development than the new consensus promises. Nevertheless, the Millennium Development Goals (MDGs) do give opportunities to hold governments accountable especially in connection with Poverty Reduction Strategic Papers (PRSPs). Civil society has become more and more important in pressing national governments and international organizations to change unjust structures that perpetuate poverty. People's organizations, community groups, ecumenical alliances and NGOs all have an important role to play.

Internal Context

Global presence

World Service works in:(as of 2006)

- East and Central Africa (Eritrea, Ethiopia, Kenya, Sudan, Rwanda, Democratic Republic of Congo, Burundi and Uganda, with an associate program in Tanzania)
- West Africa regional program (Liberia, Sierra Leone and Guinea)
- North Africa (Mauritania)
- Southern Africa (Angola, Mozambique and Zambia, with associate programs in Malawi, South Africa, Swaziland and Zimbabwe)
- South and Southeast Asia (Cambodia, Nepal and India with an associate program in Bangladesh)
- Central America in a regional program (El Salvador, Guatemala, Honduras, Costa Rica, Nicaragua and Colombia with an associate program in Peru)
- Caribbean (Haiti and Dominican Republic)
- Balkans regional program (Bosnia and Herzegovina, Kosovo and Croatia)
- Middle East program (Israel and Palestinian Territories)

World Service presence in countries and regions with high vulnerability to disasters is a prerequisite for quick and competent response to emergencies in these countries and regions.



Change of profile

World Service programs are formulated on the basis of the environment and situation in each country. This has led to a wide variety of methodologies, foci and approaches in the past. Generally, the model of integrated, people-centered programs with a focus on facilitation for empowerment has begun to emerge as the favored operational methodology. The World Service Strategic Plan 2002–2006 gave strategic directions to its work, although some areas were not fully developed. All field programs have now developed Country Program Strategies in line with the World Service Global Strategic Plan. Although World Service has continued to engage in emergency response, especially related to IDPs and refugees and natural disasters, the shift from emergency response to long-term development efforts has taken place in many World Service programs. A number of World Service programs transitioned to independent local organizations in recent years than new country programs opened. If this trend continues, it will likely change the profile of World Service.

Lessons learned

New approaches to development challenge World Service programs. People-centered empowerment and integrated approaches, as well as a rights-based approach to development and emergencies, are transforming the way World Service works. Learning from past experiences does not happen automatically and World Service is challenged to actively develop and exchange learning within its network. Systems to ensure this happens globally, and the provision of adequate capacity building, must be improved. Consistent methodology regarding development implementation is required. This is necessary to secure the quality of the work of World Service and in order to focus on commonly agreed goals and direction. The headquarters are responsible for policy development and continues to play this role, although several key areas such as gender or HIV and AIDS still lack policy guidance.

Ecumenical reconfiguration and partnership

Partnership is crucial to World Service and the varied types of partnership, ranging from common planning and implementation with some partners, to a pure funding relationship with others, shapes and molds the work of World Service. The process of ecumenical reconfiguration has a profound impact on partnerships with its closest traditional supporters, and also requires that World Service be able to understand the new landscape and clearly articulate its own unique role and function in the network. The situations of related agency partners are all, in their own way, giving rise to different needs and expectations of World Service. Ecumenical cooperation through ACT International, ACT Development and the EAA is crucial.

Role of headquarters

World Service headquarters in Geneva is responsible for leadership, quality assurance, financial coordination and support to the country, regional and associate programs. The role of headquarters is complex. Various stakeholders hold differing views about the role and there have been suggestions to decentralize certain functions to the country program level. Funding of headquarters remains a challenge as World Service has no funds of its own to support the structure. The tasks and roles of headquarters need to be more transparent and clear to all stakeholders.

Financial management

World Service has improved its financial management systems over the years and is able to provide high-quality reporting and show transparency and accountability for entrusted funds. Multiple stakeholders and partners increase the demands on financial management structures, which is clearly a strong area for World Service. Financial stability for the organization as a whole remains a challenge as achieving long-term sustainable development with short-term project-focused funding



is a difficult equation. The competition for funds requires that the quality of World Service financial management remains high, but also that program management and performance are improved and that collaboration between finance and program is improved. Tools to ensure high-quality program management are being developed. New sources of funds also need to be found.

Organizational Renewal

As a department of the LWF Secretariat, the ongoing processes within the LWF as a whole impact World Service. As an operational department, many of the questions facing World Service differ from those facing other departments, and it is important that adequate space be maintained for timely response to situations in the field. Structural developments and decisions on governance structures for the department must be tailored to ensure that World Service can carry out its functions as stated in its mandate. The LWF Renewal Process, which will be ongoing until the next Assembly in 2010, will both be shaped by, and impact on, World Service.



Annex 2: Entry and Exit Criteria

Entry into country programs

World Service establishes new country programs after careful consideration and approval by appropriate governance bodies. The main criteria for World Service entry into a country are:

- There is an emergency or crisis affecting people in extreme poverty.
- There is a need for support that surpasses the current local capacity.
- There is financial commitment for sufficient resources.
- There is a legal basis for operating within the country.
- The requested engagement is in line with the World Service Global Strategic Plan.
- There is an added value to the work given by specific World Service competencies.
- World Service involvement happens in co-ordination with partners.
- The country falls among the low- to middle-income countries.
- There is an invitation by a local institution

Exit from country programs

All humanitarian and development interventions by external actors such as World Service are not indefinite but only for a limited period of time. Although many needs may remain, it is the obligation of international actors to ensure that local people and institutions assume responsibility for their own development at the earliest feasible opportunity. World Service gives close attention to enabling local capacity and transferring responsibilities. From the entry stage of a program, World Service will plan for creating sustainable solutions within the country.

The decision to exit from a country must be based upon the same criteria as the decision to enter, and can happen when one or more of the entry criteria are no longer present. Disengagement of World Service can happen in different ways:

- World Service will gradually exit with no program links remaining, when international or national actors no longer need its intervention.
- The work of the country program is still needed but there is sufficient local capacity. World Service hands work over to a local organization.
- World Service is unable to continue working in an area due to *force majeure* or serious security concerns.
- World Service is forced to leave before the exit criteria have been met.



Annex 3: Monitoring and Evaluation of the Global Strategy

The Global Operational Program Plan

A Global Operational Program Plan (GOPP) will translate the overall direction of the Global Strategic Plan into practice. The GOPP will bring together and ensure coherence of the different dimensions and components of the strategy. It will specify the indicators of achievement at the level of results (outcomes), moving into impact (long-term sustainable changes). The GOPP will cover a period of three years and a mid-term strategy review will be conducted to assess the direction and progress and adjust to changing realities, when relevant.

Annual strategy review

The annual strategy review is a summary and update of the progress towards achieving the strategic objectives. It should also provide an opportunity to assess whether the broad approach and the strategies are still relevant. As such the review will:

- Update the staff on the status of the strategic plan, including: relevance, appropriateness, coherence and consistency of the strategy; results against the evidences of change; emerging issues; and significant internal or external events that may have impacted the implementation of the strategy.
- Review and update the risk management analysis. The annual review should take into account any changes in the operational environment, external risk levels and new or emerging risk factors.
- Review and update the operations plan.
- Provide an opportunity for program areas to comment on the actual strategy formulation and implementation process, in particular where it could be improved and what was useful.
- Document issues and lessons learned from strategy implementation.

Mid-term strategy review

The mid-term strategy review will be conducted before the end of 2009. This should serve as a more in-depth exercise to assess, midway through the period of the strategic plan, how World Service has implemented the plan so far. This review will determine whether the current strategy is still appropriate or modifications may be needed to adapt realistically to any changes that may have transpired. It will assess the appropriateness of the original strategy, the risks and assumptions underlying the strategy, and key approaches and delivery mechanisms. It should take into account any evolving economic, social and political events in the global context and any key lessons learned from program implementation to date.

Final strategy review

The final strategy review will be done a year before the end of the current strategic plan. It should identify the points raised by the annual and mid-term reviews, and undertake consultation on



forward-looking analysis of emerging issues, development needs and priorities that may be required for the development and/or support of the next generation strategy.

Using the strategy performance framework as its starting point, the final strategy review should evaluate:

- Relevance to the global context
 - Relevance to the development issues
 - Effectiveness in achieving stated strategic priorities and objectives
 - Efficiency in delivery of the program
 - Evidence of program impact and whether these impacts are likely to be sustainable
- The final strategy review should help in the preparation of the next strategic plan.



Annex 4: Summary of Priorities and Objectives

Program Priority

The dignity and human rights of vulnerable and marginalized people are respected and upheld.

- Strategic Objective 1: **People and communities are prepared for, able to respond effectively to, and recover from all types of disasters and complex emergencies.**
- Strategic Objective 2: **Greater numbers of poor people achieve sustainable livelihoods.**
- Strategic Objective 3: **HIV infections and their impact on society are reduced, and people living with HIV and AIDS have access to care and treatment.**
- Strategic Objective 4: **The full exercise of human rights as well as participation in decision-making at local, regional and national levels are granted to people with whom World Service works.**
- Strategic Objective 5: **Women and men enjoy equal rights in communities where World Service works.**
- Strategic Objective 6: **Natural resources in the area of World Service operations are used in a sustainable and equitable manner.**



Organizational Priority

All World Service programs fulfill highest programmatic and administrative standards and are focused on empowerment and human rights.

Organizational Objective 1: **All World Service programs are coherent with the global strategy and interventions utilizing empowerment, integrated and rights-based approaches.**

Organizational Objective 2: **World Service staff carries out high quality work in an accountable and transparent manner.**

Organizational Objective 3: **World Service works actively towards sustainable local solutions for country programs.**

Organizational Objective 4: **The World Service funding base is secure, diversified and growing.**

Organizational Objective 5: **World Service is strongly supported by the communion of Lutheran Churches as its global diaconal instrument for emergency assistance and development cooperation.**

Organizational Objective 6: **Strong governance supports World Service in carrying out its mandate efficiently and effectively.**

Organizational Objective 7: **World Service collaborates with other parts of the LWF in a smooth and complementary fashion.**

Organizational Objective 8: **Related agencies join with and support World Service as part of their own efforts for peace and justice.**

Organizational Objective 9: **Ecumenical partnership and cooperation, especially within the framework of ACT International and ACT Development, is strengthened.**

Organizational Objective 10: **Partnerships with other funding, implementing, advocacy and government partners are developed and strengthened.**



ANNEX 5: Acronyms

Term	DWS definition
ACT	Action by Churches Together
APRODEV	Association of World Council of Churches Related Development Organizations in Europe
AUSAID	Australian Government's Overseas Aid Program
CBO	Community-based organization
CIDA	Canadian International Development Agency
DMD	Department for Mission and Development (within the LWF Secretariat)
DTS	Department for Theology and Studies (within the LWF Secretariat)
DWS	Department for World Service (within the LWF Secretariat)
EAA	Ecumenical Advocacy Alliance
ECLOF	Ecumenical Church Loan Fund
EIA	Environmental impact assessment
EU	European Union
GMO	Genetically-modified organisms
ICVA	International Council of Voluntary Agencies
IDP	Internally-displaced person
LRRD	Linking Relief, Rehabilitation and Development
LWF	The Lutheran World Federation
NGO	Non-governmental organization
OCHA	United Nations' Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
OIAHR	Office for International affairs and Human Rights (within the LWF Secretariat)
PLWHA	People living with HIV and AIDS
SCHR	Steering Committee for Humanitarian Response
Sphere *	Humanitarian Charter and Minimum Standards in Disaster Response
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development
WCC	World Council of Churches
WFP	World Food Program

* The initiative was launched in 1997 by a group of humanitarian NGOs and the Red Cross and Red Crescent movement, who framed a Humanitarian Charter and identified Minimum Standards to be attained in disaster assistance, in each of five key sectors (water supply and sanitation, nutrition, food aid, shelter and health services).