



Growing in Capacity for Holistic Mission

DMD Annual Report 2012



THE
LUTHERAN
WORLD
FEDERATION

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Introduction



Rev. Dr Musa Panti Filibus © Private

I have the pleasure of bringing you the LWF Department for Mission and Development (DMD) Annual Report 2012 that provides a summary overview of the main areas of our work during the year, including insights to our journey ahead.

Looking back over all that DMD has accomplished, 2012 was marked with significant actions

and achievements as well as challenges and learning. Pursuant to LWF commitments, we explored new opportunities for our engagement with member churches and our network of supporters, cognizant of areas of continuity. Our work continued to be motivated by the new LWF corporate strategy: With passion for the church and for the world.

We have begun to realign our work in accordance with this new LWF Strategy, interpreting and articulating how the department understands its mandate and contribution. Much of what is reported in this annual report conveys the strategic choices DMD has made in accompanying member churches as they develop capacity for holistic mission and in deepening relationships and identity within and among member churches. In the report we highlight how we have worked with LWF member churches in joint actions through regional and sub-regional expressions, as well as at the global level focusing on common themes in the programmatic areas of human and institutional capacity development, and youth work.

One of the significant steps we undertook in re-organizing our work structure was to develop themes that address the different dimensions of our mandate as informed by the LWF Strategy 2012 -2017. Accompanying member churches in developing capacity for holistic mission encompasses capacity for proclamation, capacity for diakonia and capacity for advocacy. While capacity for proclamation is mainly in the local contexts of individual member churches, capacity for diakonia and advocacy aims at strengthening churches as they both engage in local contexts and through joint actions and in collaboration with other actors Accompanying member churches in deepening relationships

and identity also encompasses three thematic areas: theological education and formation; strengthening LWF commitment to being an inclusive communion that affirms and mobilizes men, women, and young people to bring forth their gifts towards the churches' witness of God's good news in Christ Jesus; and strengthening their commitment to transformative leadership and good governance. Regional expressions of the communion remain an important organizing instrument for mutual accompaniment, learning and growth for our member churches.

This process involved critical reflection of what we do; challenging ourselves to make difficult and hard choices as we identified the most important and strategic programmatic activities and project work both from our on-going engagements as well as new initiatives to best achieve the identified objectives. The process harvested input from regional meetings and our networks as well as drawing from our experiences and what we learn as we interact with different stakeholders.

I hope LWF member churches and supporting partners find the report an inspiring testimony of the difference we have made and will make together in different parts of the world.

During the year we bid farewell to Rev. Dr. Veikko Munyika of the Evangelical Lutheran Church in Namibia who had served the LWF HIV and AIDS Coordinator and completed his contract with LWF in September, and to Rev. Roger

Schmidt of the Evangelical Lutheran Church in Bavaria who concluded his term of service as Secretary for LWF Youth in November. We welcomed Ms. Ilona Maria Dorji of the Evangelical Lutheran Church in Finland who assumed her duties as Secretary for Project Implementation and Monitoring in June, and Ms. Caroline Richter of the Evangelical Lutheran Church of Saxony who joined us in December as the new Secretary for LWF Youth.

As I conclude my ministry with the Lutheran World Federation in July 2013, this report provides the opportunity to express my deepest gratitude to all DMD stakeholders for your prayers and support for the work of the LWF through DMD. I also wish to thank you personally for making it

possible for me to carry out my ministry, providing leadership to the department.

I am very grateful to staff colleagues in DMD, those present and those who concluded their ministry ahead of me. I will cherish every moment, while I look forward to new opportunities to serve the same Lord, Jesus Christ, who died, who is risen, and who will come again.

To the glory of God.

A handwritten signature in black ink, appearing to read 'M. Pantil Filibus', with a long horizontal line extending to the right.

Rev. Dr. Musa Pantil Filibus
Director, Department for Mission and Development

Regional Expressions



Participants at LUCCEA Youth workshop training on advocacy against poverty, 2012 in Arusha, Tanzania

© LUCCEA/Moses Aboka

Africa

Advocacy Campaigns and initiatives against poverty and economic injustices in Africa

The sub-regions and churches in Africa continue to take up strong ownership and roles in advocacy and other initiatives to reduce poverty and act against economic injustice in their local contexts. This has been done through training in the use of the participatory research tool on poverty developed by the Task Force for Poverty (TFP), workshops and seminars on advocacy.

Advocacy Workshops in LUCSA

In LUCSA, three intensive training and advocacy workshops were facilitated to assist member churches in support of their work against poverty. The workshops aimed at developing capacity in the churches in participatory research, poverty and development theories and development of concrete advocacy strategies.

The first workshop was held in February 2012 under the theme “*Faces of unemployment- the role of the church in making the poor and unemployed visible.*” Participants were from ELCSA (South Africa), ELCZa (Zambia), ELCZ (Zimbabwe), ELCSA (Botswana), ELCMOz (Mozambique) and ELCIN (Namibia). The participants were engaged in varied skills to learn participatory skills in

research, including the participatory bible studies which focused on poverty themes. Participants brought case studies from their own contexts which were then developed into study papers in the workshop. The papers will be published for future studies.

A second workshop was held in July-August 2012 and involved participants from the ELCB (Botswana), ELCM (Malawi), ELCIN (Namibia), ELCRN (Namibia), ELCSA (South Africa), ELCSA (South Africa), ELCSA (Swaziland) and ELCZ (Zimbabwe). It focused on the role of the church in development and poverty issues and trained participants in the use of the participatory research tool. At the end of the two weeks, participants were able to develop their own project proposal based on the skills acquired in the training. Participatory bible study was another skill the participants acquired.

The third workshop took place in November 2012 and brought the two previous groups together for follow-up. The participants presented case studies from which the following main issues emerged: gender inequality in the household, unemployment, poverty, lack of education and the feminization of poverty. Participants gained knowledge from the participatory bible study and gained skills writing press releases and media articles to facilitate advocacy and the dissemination of research work conducted in their respective churches.

Youth Seminars

In October 2012, LUCCEA organized a seminar to train youth in poverty alleviation and advocacy. Sixteen youth leaders, two from each member church, participated. The following churches were represented: ELCT (Tanzania), EECMY (Ethiopia), LCR (Rwanda), ELCCo (Congo), ELCK (Kenya) KELC (Kenya), MLC (Madagascar) ELCE (Eritrea), and ULC (Uganda). Participants affirmed that the seminar had impacted and motivated them to establish training of trainers (TOT) back in their churches who will extend the campaigns further down to the congregations and communities.

The objectives of the seminar were: a) to equip the participants on the use of the research tool on poverty in order to adequately identify and respond to poverty issues in their contexts; b) to motivate the trained youth to train others in the use of the research tool after they go back home; c) to reorganize and empower LUCCEA youth leadership to work on a common action plan on poverty alleviation and design projects for implementation in the churches.

To achieve the above aims, the youth had two strategies: a) LUCCEA Youth Sunday and b) LUCCEA Youth Music and Drama Extravaganza. For LUCCEA Sunday, youth plan to dedicate one Sunday to raise awareness on poverty alleviation with youth through activities. They suggested using LUCCEA Sunday which is the last Sunday

of August each year. The LUCCEA Youth Music and Drama Extravaganza will be organized by youth leaders in each member church under the theme: “*LUCCEA Youth against Poverty.*” Activities will start at the parish or diocese level and be followed by a national campaign. At the end of the workshop, the youth wrote a statement affirming that poverty is one of the great challenges for the LUCCEA sub-region and urged member churches to search for suitable solutions to reduce its effects on their members.

Women’s Seminars

In August 2012 a seminar on poverty alleviation for women in LUCCEA was organized in collaboration with WICAS. The aim was to empower 16 women, two from each of the eight member churches, with skills to conduct research on poverty in their own contexts. The two participants from each church were expected to become trainers for others once they got home and to duplicate the skills in the churches. Participants were from Tanzania (ELCT), Kenya (ELCK and KELC), Madagascar (MLC), Eritrea (ELCE), Rwanda (LCR), Congo-DR (ELCCo), and Ethiopia (EECMY). The LWF-TFP research tool for poverty studies was used as a resource in the seminar. Participants were motivated to continue multiplying the results back in their churches and improve their lives and those of the communities in which they live.



Participants at the Poverty Workshop with LUCSA-TARA, Windhoek, Namibia © LUCSA-TARA/Dirk Haarman

In this seminar women were able to identify the following root causes of poverty in their context: political instability, conflict and war, corruption and misappropriation of funds, underutilization of natural and human resources, poor leadership and governance, poor policy, gender inequality and cultural practices, climate change, HIV and AIDS and other diseases, and low level of education and illiteracy. The women suggested projects for poverty reduction according to their local contexts and urged the churches to advocate for influencing policies in the governments that affect the marginalized and provide equal rights to access the resources for all.

Highlights on regional expression

The Africa regional expression set forth five strategic themes and affirmed a focused journey

together for the next five years, moving toward the reformation anniversary in 2017. This was planned and affirmed in an expanded LUCA meeting from 14-19 May, 2012 in Nairobi, Kenya. The main strategic themes identified were: a) Advocacy on poverty alleviation and economic injustice initiatives, b) prevention and mainstreaming of HIV and AIDS, c) theological education and formation focusing on Luther in the African context, d) leadership and good governance, and e) the role of sub-regions in communication and conflict mediation. These themes will be presented in the leadership consultation in May 2013 where church leaders will take ownership and initiate implementation in their local contexts. To mark the regional processes toward 2017, the LUCA proposed to the leadership that they commemorate the 60th anniversary of *Marangu* 1955, where African Lutheran leadership met for the first time in the history of the Lutheran communion in the region.

The sub-regional expressions continue to gain strength and ownership of various common initiatives in holistic mission and diaconia, while challenged by their own financial sustainability. This was a cry across all the sub-regional meetings which were held as follows: LUCCEA (August 2012), LUCSA (September 2012), and LUCWA (October 2012). Sharing good experiences on economic and financial sustainability is a future agenda to be discussed in the sub-regions.

Accompaniment and solidarity visits: In July 2012 the LWF President, Bishop Dr. Munib Younan visited the Ethiopian Evangelical Church Mekane Yesus in order to get to know the church and in solidarity. Dr. Younan was accompanied by the LWF-Vice President for Africa, Bishop Dr. Alex Malasusa, LWF Council member Ms. Pamela Oyeyo and the area secretary Rev. Dr. Elieshi Mungure. During his visit, the President met with religious and government leaders and commended the initiatives of the Ethiopian society in respecting freedom of religion and collaboration in social services and interreligious dialogues.

That same month, as part of accompaniment the LWF facilitated a leadership support meeting for the leadership of the Evangelical Lutheran Church in Congo (ELCCo) in Arusha Tanzania. This meeting was held under the leadership of the LWF-VP for Africa, LUCCEA, ELCT and LWF. In this meeting, an action plan was developed and agreed upon with steps for dealing with a long conflict in the ELCCo. The action plan mapped out new ways of accompanying the church more comprehensively due to its challenging environment. In achieving the above plan, the LWF-DMD is facilitating the process of Comprehensive Capacity Development (CCD) with the church to offer support in the following ways: a) having a better organizational structure, b) dealing with legal matters including reviewing of constitution, and c) dealing with conflict. The process will



Pursuing an Asian Lutheran Identity © LWF/W. Chang

continue in 2013 with close accompaniment with the ELCT and LUCCEA on behalf of ELCT.

Asia

2012 was a significant year for the region because it was the year of search for identity in holistic mission and Lutheranism. Globalization has affected the way we think and act and even the LWF global communion is not spared. For the Asian communion, globalization has affected the way we look at holistic mission and Lutheranism. Two processes of identity search began after endorsement from the Lutheran Council in Asia (LUCAS) in April 2012. It began to take shape and gradually became more visible through the outcomes of programs and activities. The work of holistic mission and study of Lutheranism have been in place for a long time but globalization

has affected the way we view and do the work as a global communion. Being a minority in their own setting, Asian member churches are asking the question, “What is being Lutheran in my own context?” Close to the heart of the issue of identity is sustainability. Asian church leaders believe that the stronger the identity, the greater the ownership, and the greater the ownership, the better the sustainability. The Asia desk provided the resource person, platform and space for the process.

Holistic Mission in Asia Context

A Pilot Project in Myanmar (Mekong)

The strategy was to begin with the member churches in the Mekong region as they are the newest and set in a minority context. A pilot project was initiated to begin the process and Lorraine Theological College (LTC) of Mara Evangelical Church, was identified to accompany the process and, at the same time, to be trained as a hub for holistic mission for Myanmar and later for the Mekong region. There are four member churches in Myanmar. With the assistance of Asia Desk, LTC put together a simple workshop to kick-start the launching of holistic mission for the member churches in Myanmar. The workshop was held from 17-20 November 2012 at LTC in Yangon. *Diakonia in Context* was the

basis text. It was attended by member churches and ecumenical partners such as Hope Society (Myanmar) and YWCA (Myanmar). Some important outcomes of the workshop are:

- There is a clearer understanding of LWF holistic mission among new members. Most would only think of diakonia.
- The member churches and ecumenical partners desire to cooperate and collaborate in holistic mission as witness to God’s love to people of Myanmar. They desire to strengthen their relationship in this aspect.
- Member churches have begun conversations on their response to holistic mission in their own context.
- Two follow up workshops will be held in 2013
- LTC is committed to be trained as a hub for holistic mission in Myanmar

Diakonia in SEALUC (South East Asia Lutheran Churches) and NEALUC (North East Asia Lutheran Churches) Member Churches

Most of the diakonia actors and diaconal programs and activities of the Asia communion are in the developing countries. Member churches

from (SEALUC) and (NEALUC) are not active in our diakonia work. This is not because they don't have diaconal work, but their diaconal work takes a different form and shape because of a different social-economical context. Most of the diaconal work we do in DMD is development work, but the diaconal work in SEALUC and NEALUC member churches is essentially social work such as ministry to the elderly, the mentally, physically and visually challenged, pre and post marital counseling, students' ministry, and advocacy for transient workers. The Asia desk has facilitated conversation among these churches to include their expression of diakonia in our Asia diaconal activities so that our diaconal component of holistic mission is truly representative of the work of the member churches of the Asian communion. As DMD only supports development work, the social work of these member churches will be financed by the member churches themselves and their respective governments.

Identity in Lutheranism

Globalization has affected the theological landscape which has widened the theological chasm within the global communion. It has affected the self-understanding of the member churches, especially regarding Lutheranism. Since identity is crucial to one's relationship and interaction with others, it is of great urgency

that the process be started, strengthened, and achieve its outcome by 2017. This would mark Asia's contribution to the global communion at the 500th anniversary of the Reformation.

The process began with the conference on *Asian Perspective on Lutheranism and Lutheran Identity* in November 2012. There will be a yearly conference on Lutheran identity until 2017. Each conference will build on the outcomes of the previous year and will become progressively more crystallized.

Closely linked to this process of Lutheran identity and the Asia perspective on Lutheranism is the faculty development program which convenes annually. The objectives of this program have been modified to include accompaniment of the process of identity in Lutheranism in providing research and critical thinking support.

The outcome of the first conference clearly indicates the diversity of the Asia regions. Of paramount importance is the cultural context which is the lens through which each sees reality and understands Lutheranism and the Bible. The outcome has identified the types of contexts that comprise the Asian communion. The next conference will focus on responses to the different contexts and propose an overall context for Asia.

A Story of holistic mission

Sau Kit is 80 years old. All his family members were killed during the Pol Pot regime. He now lives in the village Phum Krous, in the Province of Kg Chhnang in Cambodia. A few pieces of planks held together by some poles make up his humble abode in a little corner of a rice field at the charity of the owner. It does not provide shelter from the cold or rain. Once he burned his back trying to warm himself up with some



Accessing medicine © LWF/W.Chang

burning coals during a cold, wintry night. His diet was essentially mango leaves boiled in hot water.

That was the state he was in when the church diaconal staff found him. He soon became a part of the Daily Bread Program of the church. The church youth take turns bringing him meals cooked at the meal center of the church for under nourished children which is just a kilometer from where he lives. The diaconal staff brought clothes and blankets for him to keep warm.

In his own words, he said, “I have ‘eaten’ God’s love, I have ‘worn’ God’s love and I have been ‘sheltered’ by God’s love, now I want to know this God who loves and cares for me.”

Europe

Regional expression

European churches are discovering the value of enhancing cross-regional collaboration for common identity building. Jointly organizing the church leadership consultation in Ostrava, Czech Republic, May 10 – 15, 2012 was an important experience. The meeting’s 80 participants appropriated the LWF Strategy 2012-2017 in addressing the three priority areas of the Strategy: church in continuing reformation in contexts of transformation, diakonia and holistic mission, and deepening relationships towards the Reformation Anniversary 2017. Outcomes enhancing owner-

ship and sustainability of regional expression in Europe are reflected in the conference message underlining the churches' commitment to collaborate on the way to 2017. The assembled church leaders agreed on a basic structure of yearly pan-European regional consultations. The LWF policies of inclusivity were affirmed, including WICAS regional coordinators in the structural participation concept.

In the framework of the visit of the LWF General Secretary and the Central Eastern European Vice President to the Evang.-Lutheran Church of Latvia, an encounter was organized with the member churches of the Baltic States and of Russia. The meeting, held in Riga, April 26 – 27 served to deepen relationships among the sub-region's church leadership, and with LWF. It provided a platform to discuss the LWF Strategic Plan 2012 – 2017, in reference to the local contexts, and offer space for careful dialogue regarding the Emmaus Process, in preparation for the 2012 LWF Council meeting.

The communication network of Lutheran minority churches in Europe (KALME) shared the outcome of the 2011 assessment among its member churches. Delegates from the KALME board met with LWF staff in Geneva in September, to discuss and decide on the next follow up steps, with focus on a renewed web presence in connection with the new visual identity of LWF, support of translation of press texts into English, and strengthened communication capacities through training.

Holistic Mission & Diakonia

The four theses on diakonia, developed in the European Diaconal Process in 2011, were brought for discussion and further input to the European Church Leadership Consultation in Ostrava, Czech Republic. The theses focus thematically on (1) vocation, (2) community, (3) dignity, and (4) justice. The “Diakonia Day” at Ostrava addressed factors of marginalization in European societies and discussed with church leadership approaches to transformative and empowering holistic mission, and diaconal policies which aim at contributing to changing people's living realities. The affirmation of the diaconal identity of the churches and their commitment with vulnerable people found reflection in the conference message:

“The biblical and theological focus of human beings created in the image of God (*Imago Dei*) ... challenges and inspires the European Churches



Leadership Consultation in Ostrava, cultural evening

© LWF/ECCB



*Treeplanting in Luthergarden, Wittenberg, Germany
© LWB-Center Wittenberg*

to examine diakonia from a renewed perspective. How is the individual, the congregation and the Church called to care for the neighbor as a part of their very being? And how do the church and all its members act as servants and stewards of God's transformation in caring for the neighbor and all creation? We believe that diakonia within the LWF European regions should include the active role of coordinated advocacy on behalf of the neighbor around the world. We continue to feel ourselves committed to the gospel's preferential option for the poor. Therefore, we are committed through the ecumenical dimension of diakonia to empower the poor and advocate for fair economic standards and the cancellation of debt in Europe." The results from the discussions at the Ostrava Diakonia Day are being integrated into the outcome document of the Diaconal Process to be published in 2013.

The members of the Diakonia Process resource group came to recognize how much they have in common across the three European regions –in both challenges and in good practices. Local effective methods for empowering diakonia become more widely known and enrich others across the European regions. Diaconal actors and concept builders acknowledged how much they belong to one communion of churches in Europe, as “a huge resource bank”, as one participant said.

The European Diaconal Process collaborates with the International Academy for Diaconia and Social Action, from Cesky Tesin, Czech Republic, and integrates the Academy's participatory approach in learning, formation and networking.

Theological education

The LWF Wittenberg Center conducted two international seminars on Luther's theology in the context of his time, and its interpretation for the challenges of today's global contexts. The spring seminar focused on liturgy and worship, and the autumn seminar on “Teaching Luther for Lutheran Teachers.” Each brought together some 20 participants. The agenda included individual study, contextual interpretation and sharing. Excursions to Luther sites and encounters with local congregations in one of the most secularized German regions, were part of the program. Morning devotions prepared by participants

represented the liturgical diversity within the LWF Communion. Many participants stay in contact after the seminars, thus the program serves as impulse for networking among theologians in the global Lutheran communion.

Participants underlined the importance of the seminars which encourage their own ministry and deepen their Lutheran identity:

“After 5 years of teaching, this seminar was a good time to study Luther’s doctrine of justification and sacrament again. It does not only make my understanding much deeper, but also helps me to rethink how to practice these doctrines in my context.”

“This seminar has helped me so much in matters of worship and liturgy. I have been rejuvenated and empowered that, when I go back home I will share this knowledge with fellow pastors and Christians in my church. I hope you will continue with these noble programs.”

The director of the Center accompanied some 1.100 visitors and groups, from about 55 member churches. His service included guided tours in the city and Luther Garden, lectures and discussions. The local presence of the LWF in Wittenberg is sustained both as a personal contact point and as a thematic link to the overall work of the Lutheran communion world-wide.

The Sendschriften Werk in Germany was supported in its literature service to member churches in 16 Central Eastern European countries, providing theological material to 440

pastors, 50 theological institutes, central church offices and pastorates, and to 320 lay people active in church work.

Visits

Visits to deepen relationships and collaboration are important for communion building. In 2012, the Evangelical-Lutheran Church of Finland, the Church of Sweden, the German National Committee, the Evangelical Lutheran Church of Russia and the Evangelical Lutheran Church of Ingria in Russia were visited.

Projects

Four projects from member churches were brought for approval at the 2012 Council:

1. Strengthening youth work in Estonia, and
2. diaconal work with street children in Poland, supports the development of young people into sustainable life and faith.
3. The project of producing a Luther animation film in Hungary, and
4. the continuing education for pastors in Slovakia focus on Lutheran theological identity and responses to contemporary pastoral challenges, as preparations for the Reformation Anniversary 2017.

Latin America and the Caribbean

Living in diversity, a gift for communion empowerment

The Latin America regional expression focused on “*Re-reading the unique, common Lutheran history in Latin America.*” The focus leads leaders to reaffirm the gifts of the sacraments. Breaking of bread by a foreigner opens eyes and broadens the limits of community. In that concept, the neighbour renews our passion for diakonia.

Leadership Consultation

The consultation held in Florianopolis, Brazil in April 2012 and hosted by the Evangelical Church of the Lutheran Confession in Brazil, brought together 51 participants, including church leaders, council members, and partner organizations. Discussion, nurtured in the topic of the cross in light of resurrection, affirmed the theology of the cross at the heart of our Lutheran heritage. The message of the incarnated-crucified-resurrected God that enters into people’s daily lives is interpreted and translated in a diversity of voices. Biblical hermeneutics offer analytical elements to identify new areas where God’s justice shines. In the human experience, the expression of faith in Christ the saviour becomes real in helping to affirm identity in communion. To live up to the

Lutheran identity, social relations (how one sees and relates to the other,) are based on a fair, just, and human way of life affirmation.

Leaders also discussed theological education and formation. Strengthening articulation between the Lutheran confession and contextual theologies; the use of biblical hermeneutics that empower work with and through networks; integration of administration and management in theology; and the development of vivid and inviting liturgies and worship are all relevant topics that theological institutions, moving from confessional to secular education, don’t pay attention to. Churches should define processes, including research, for addressing these needs. Questions such as the status of theology in each country, and theological contributions to society need deeper dialogue.

Affirming the effective participation of women in LAC, the regional coordinator (WICAS), theo-



Leadership Consultation, Florianopolis, Brazil © LWF/ ECLCB



Meeting of the HIV and AIDS Network in Latin America and the Caribbean © LWF/ELCC

logians, and young women gathered two days prior to the Leadership Conference. Seeking to build a platform, the women deepened their own reflection about women in leadership, in theological education and on their perspectives for the implementation of the LWF gender policy. As a result, the formation of the “*Women and Gender Justice Network*” with participation of women in pastoral ministry, theological formation, and young women will accompany a variety of processes on issues of women’s empowerment and also contribute to reflections on gender justice.

Youth participation moved leaders to reflect on the role of youth in the churches and the promotion of their gifts and talents while considering the challenging context of secularization. To address this topic, the youth have proposed a regional meeting to find ways to encourage youth participation from both gender and ecologi-

cal perspectives. Youth make use of Facebook, www.facebook.com/juventud.luterana and their blog, <http://juventudluteranalac.wordpress.com> for sharing and enriching knowledge of their realities and cultures. The LAC Desk and the Youth Desk in DMD have planned a two-day meeting prior to the Leadership Conference in April 2013 in Managua, Nicaragua.

Envisioning the pilgrimage toward the celebrations of the 500 year anniversary of the Reformation, the LAC regional expression chose *Communication* as the topic to be developed in 2013. For the following years, theological education, advocacy, and climate justice were prioritized.

HIV and AIDS Network

Leaders met in Bogota, Colombia for a conference with the theme “When a part of the body of Christ suffers, the whole body suffers. The body,

well connected and held together helps each other.” The conference was sponsored by the ELCA. With theological reflection denouncing models of society that stigmatize and exclude, churches were invited to go to their own roots to discover violence supported by concepts with inadequate understanding of the reality of HIV. It is absolutely necessary to refer to what leads to stigmatize denying God’s love in and through persons who are affected by the virus. Following formation of the HIV and AIDS network, the region is communicating through the webpage www.lacvih.org, engaging in awareness building in churches and society, and developing efforts for accompaniment while listening and being present in the reality of HIV.

Illegitimate External Debt and Ecological Justice

Member churches affirmed their commitment to enhance the program with the environmental justice component addressing relevant effects of climate change, mining issues, and industrial effects in agriculture that affect youth, women, and children. The program has focused on capacity building among youth in the Evangelical Lutheran Church in Chile, the Salvadoran Lutheran Church, and the Evangelical Lutheran Church in Colombia. Special attention has been given to human rights (during and after the summons of the President in Paraguay) with accompaniment of the United Evangelical Lutheran Church, the Evangelical

Church of the River Plate, and the Latin American Council of Churches (CLAI) program collaboration. As part of the prophetic role, and through the two LWF member churches in Argentina, the program contributed to environmental conservation, health, and also fought against impunity in the Ituzaingó community. Communication is developed through www.deudailegitima.org.

“Responsible Stewardship” – Human and Institutional Capacity Development and Sustainability was the topic of the meeting from the member churches. Human and Institutional Capacity Development (HICD), a component of the three pillars in the program, has assisted member churches to affirm the good use and mobilization of their resources. With the commitment to enhance HICD, not only financial resources but also material, technical, and humans are relevant for transparent management. The Systematization of the Program Sustainability 2007-2011 (summary on program web page <http://sustentabilidad.wordpress.com/category/programa-sustentabilidad-flm>) has affirmed the strength of the program in accompanying the local management of churches to consider the contextual dynamics. The program made the previous practices of sustainability visible, where relationships of power, gender, and intergenerational analysis moved toward more participatory processes in building strategies, plans, programs and projects.

Visits to member churches

Enhancing collaboration regarding how to carry out “*Theology and Sustainability*” with the collaboration of the IELB was part of the visit with the member church in Brazil. Contextual theological reflection using “Diakonia in Context,” and processes for IELCO’s Financial Plan were addressed in Colombia. Within the context of accompanying the LWF President, the visit to the ILS in El Salvador deepened understanding

of the prophetic diakonia within that church. The IELB in Bolivia worked on accompaniment through the Sustainability Program in the context of reviewing their Strategic Plan. Accompaniment of the process of unity between the IELCH and ILCH in Chile, served to witness steps related to being two synods under one church. Empowering dialogue among leaders in the ILEP in Peru is a current task.

Human and Institutional Capacity Development for Holistic Mission



Partial view of the regional seminar (SLS/C) in Santa Cruz, Bolivia © Edwin Mendivelso

Highlight of activities

DMD's accompaniment through Human and Institutional Capacity Development (HICD/HRD) for holistic mission has three interconnected processes of: Strategic Leadership Seminar/Consultation, HICD Workshop, and Training Support.

Strategic Leadership Seminar/Consultation

In 2012, a Strategic Leadership Seminar/Consultation took place in Latin America and the Caribbean region. It was organized and conducted jointly with the regional gathering of the

Sustainability Program, in Santa Cruz, Bolivia, 17 - 22 September. The meeting was hosted by the Bolivian Evangelical Lutheran Church, and brought together about 45 participants including church leaders, theological educators, diaconal practitioners, Gender Justice and Women network, youth, and persons living with disabilities.

The theme of the gathering, “That is why today we have hope; that is why today we struggle with stubbornness: Responsible Stewardship” was affirmed as inspirational and motivating. Structural and programmatic implications of the LWF Strategic Plan (2012-2017), recommendations from the global consultation in 2010, and emerging insights from the regional strategic leadership seminars in 2011 were shared and mutually reflected. A concept paper elaborating various dimensions of Human and Institutional Capacity Development in the perspective of sustainability was presented and discussed. The traditional approach to capacity development (linear process) which focused either on individual or organizational needs as stand-alone processes was analyzed. The emerging approach to human and institutional capacity development in DMD as integrated into the life and ministry of the churches was comparatively reflected.

Participants expressed the need for strengthening the interconnection between church sustainability and human and institutional capacity development. Case presentations from selected



Returning trainees being ordained for service in the Lutheran church in Gambia © LWF/ELCS

churches focused on a) Lutheran Communion and gender perspective, b) strategic planning and implementation; and c) development of gifts (human capacities) in the context of the churches in Central America. Throughout the gathering, working groups focused on two major topics: terms of reference for the orientation committee (previous steering committee) pertaining to the sustainability program; and practical steps for adapting the HICD policy framework at church level.

Training Support

In 2012, the LWF HRD Committee approved 125 candidates for support in various areas of training, including leadership development, theological education and diakonia/development capacity.

At the end of 2012, 104 candidates (83.2%) had taken their training; one candidate withdrew after a year of training; and 21 (16.8%) are pending implementation by the end of June 2013.

Those who completed their training have been returning to their respective churches and engaging in ministry. An email in February 2013 from the Lutheran Church in Ghana states:

Godwin Augustine Quarshie has fulfilled all the field and academic requirements of University of Cape Coast. The University has released a M.A. degree to him, copy attached for your records. We thank God that Mr. Quarshie has finally completed his study program. Once again thank you for your concern, support and love for the Evangelical Lutheran Church of Ghana.

Earlier, in December 2012, the Lutheran Church in Senegal sent an email expressing:

This is to thank the LWF for supporting Samuel S. Thomas and Fatima Bass at Makumira in Tanzania where they received Bachelor of Divinity degrees. They were ordained on 25 November 2012 in The Gambia by the church Senegal.

The returning candidates also expressed gratitude saying: “We thank LWF for supporting our theological studies at Makumira in Tanzania. We need more prayers for us to know and understand the assignment God has given us in The Gambia among the 95% Muslim population of The Gambia.” The Evangelical Lutheran Church of The Gambia (ELCTG) was founded in 1999 by

a group of indigenous lay Christians. Currently, the church has about 2,000 members.

HICD Guidelines

The HICD Guidelines were thoroughly revised during the year. Key aspects added and/or thoroughly revised include: Rationale, Background, Purpose/Profile, Components, Application Procedures, Screening Process and Selection Criteria. A significant shift in the application procedures is that member churches are expected to identify their strategic capacity needs and priorities and seek accompaniment. The HICD Committee has also reorganized to give advisory support toward the coordination and facilitation of the program in general, and to guide priority setting and fund allocation for training support in particular.

International Consultation

The HICD/HRD Secretary participated in an international consultation on theological education (scholarships) in Germany, hosted by the WCC and the Mission Academy in Hamburg. The consultation provided an important space for representatives of several churches, ecumenical organizations, theological education faculties and networks to deliberate on various

issues. Selected representatives (including LWF) gave presentations covering types of programs, target groups, major regions covered, maximum duration of support, and the ratio of theological/non-theological scholarships. Participants shared experiences in relation to what worked well, challenges from changing demands or contexts, insights from program evaluations (where applicable), areas of mutual collaboration and other relevant dimensions.

Organizational Development

In view of strengthening synergy in accompaniment, the HICD/HRD Secretary took part in the Organizational Development workshop of the Malagasy Lutheran Church which was facilitated in collaboration with the CCD. An overview of the LWF Strategy 2012 – 2017 was presented

and relevant experiences from another member church in Africa (EECMY) were shared with specific references to key organizational issues such as system audit, development and social service strategy, financial strategy, constitutional reframing and restructuring. A roundtable meeting of the church and its partners was held subsequent to the workshop and participants appreciated the LWF accompaniment in the processes.

Concluding remarks

The strategic leadership seminar/consultation in LAC was conducted in a unique setting, linking human and institutional capacity development with the sustainability program of the region. HICD has been better profiled and its link to the strategic goals and thematic programs in DMD has become more visible.

Comprehensive capacity development

Introduction

In 2012, an internal self-assessment was made on the Comprehensive Capacity Development (CCD) program in view of realigning the program in accordance with the LWF Strategy for 2012-2017 and DMD's strategic goals. The assessment provided important information regarding the relevance of the program and how the accompanied churches benefited from it. Owing to its limited scope, the assessment didn't address the program's comparative advantage, its link with other similar initiatives, and strategic options for its future implementation. Recommendations from the assessment will be followed up as part of the Transformative Leadership and Good Governance Program.

On-going CCD processes in five countries, Indonesia, Papua New Guinea, DR-Congo, Madagascar; and Palestine were accompanied by a short-term external consultant who was assigned to follow-up the work.

Congo-DRC – The Evangelical Lutheran Church in Congo (ELCCo):

The leadership of the church requested the LWF-DMD for accompaniment; hence, a CCD process was initiated in 2011. Two main challenges were identified; the church's legal texts (*'Constitution et Governance'*) and its overall management and administration.

Two commissions worked on these topics intensively and two workshops were conducted in 2012, through facilitation provided by the short-term consultant in conjunction with meetings of the church's decision making bodies. During the second semester of the year, DMD Africa Desk organized a special accompaniment to assist the church in addressing the internal conflict and strengthening relationships. A leadership retreat was conducted in Arusha, Tanzania, facilitated by two leaders of neighboring churches- the Evangelical Lutheran Church in Tanzania and the Ethiopian Evangelical Church Mekane Yesus (EECMY) in LUCCEA.

As consequences of these simultaneous and interrelated processes, the church was able to

revise its constitution and reinstate its National Executive Council and National Synod meetings in December 2012. The new constitution has introduced accountability for leadership and office bearers, but standards and procedures have yet to be developed to ensure operationalization. The work on the bylaws (*‘règlement intérieur’*), therefore, needs to be taken up by the church as soon as possible.

Madagascar – Malagasy Lutheran Church (MLC):

In 2010 the church requested LWF DMD for assistance in strengthening its diaconal response for reoccurring and increasing human suffering though drought and hurricanes.

In 2012 two workshops were facilitated focusing on organizational development. Practical and documented experiences from another member



OD Team of the Malagasy Lutheran Church analysing organizational priorities © JKS

church in the sub-region were shared by the LWF with specific references to the EECMY’s “System Audit,” constitutional reframing and financial strategy processes. A local organizational development (OD) team was in charge of coordination and follow-up for the entire process. A series of round table meetings were held, ensuring mutual participation of partners and other stakeholders.

The OD process has helped the church in developing a coherent structure that would promote a holistic mission approach institutional capacity development. It is also observed that there are few development or humanitarian organizations that have Madagascar as a priority. This situation makes partnership development an important strategy for the church.

The original objective for which DMD’s assistance was requested was to strengthen the church’s diaconal ministry through a better organizational structure and to develop specific capacities. This has not been fully achieved. The church is encouraged to follow-up on this particular aspect through effective coordination and better links among its on-going projects and programs.

Indonesia – LWF National Committee of Indonesia (NCI):

The LWF-NCI coordinates and supports the work of 12 member churches in the region. It was foreseen that the LWF-NCI should become fully locally supported by the members three years

after its establishment in 2000. This did not become a reality. Functionality of the LWF-NCI was internally evaluated in 2010 and its main programmatic responsibility areas were identified through a strategic planning process in 2011.

In 2012 a visit made by the consultant and the new Project Implementation and Monitoring Secretary indicated that the present situation provides a unique opportunity to develop working together in Communion among the member churches. There is very positive momentum and a strong potential for visible unity. The challenge for the LWF-NCI is in developing an organizational culture for supporting and sustaining existing positive developments.

It was also encouraging to note that the Lutheran Church in Australia (LCA) provided considerable support to the LWF-NCI through organizing a special workshop and seconding a coordinator to strengthen the educational institutions of the churches.

Papua New Guinea – Evangelical Lutheran Church in Papua New Guinea (ELC-PNG): The process in ELC-PNG was to assist the church in following up the implementation of its long-term vision (Vision-2020) with a special focus on strengthening its capacity for diaconal engagement. Three priority areas were identified: communication and mobilization, human resource management, and a uniform approach to planning and reporting in

the church. The church had already launched intensive processes in collaboration with its partners and a partner in Germany designated a consultant who assists in overall coordination.

LWF-DMD facilitated two workshops focusing on two of the priority areas, communication and mobilization, and human resources management.

The church has been working on strengthening its internal and external relations, despite its challenging context. It has identified the implementation plan for Vision 2020 as an overarching priority. In the roundtable meetings held in 2012, several aspects and components of this plan were discussed and agreed upon. The development partners of ELC-PNG support this Vision 2020 implementation program.

Palestine – Evangelical Lutheran Church in Jordan and the Holy Land (ELCJHL): Process in the ELCJHL focused on the financial sustainability of the church and asset management. DMD worked with the church to develop an analysis of the prospects for increased financial self-reliance for the medium and short term. The potential to create their own revenue based on asset management was explored and options for restructuring the financial management systems of the church were developed.

Following the initial process the church has decided to streamline its governing structure ensuring clear mandates and sufficient compe-

tence for specific topics which are a strong base for financial sustainability.

Concluding remarks

In all the processes highlighted above, it has been clearer that no single form of accompaniment can achieve the desired results fully in and of itself. Intentional synergy and collaboration is needed if convergence of outcomes and impacts

are to be attained. This has been evident from the experiences when the EECMY “System Audit” process enriched the OD process in the MLC; the leadership retreat was a necessary complement to constitutional review process in ELCCo; the HRM workshop was an essential component of the Vision-2020 follow-up in ELCPNG; and the workshop on education facilitated by the LCA was crucial for the follow-up of the strategic plans in Indonesia.

LWF Member churches project work



Learning computer skills to find a job and to better integrate in the society © LWF/I.Dorji

In 2012 the LWF/DMD Project Implementation and Monitoring Desk (PIM) worked with 118 member church projects in 42 countries in all seven regions of the LWF. Compared to the year before, the number of projects is 20 projects less. The reduction has been intentional to provide

more impact-conscious and closer accompaniment to the project holders.

The LWF support to member churches project work is well appreciated as it enables the churches to work in practical ways with issues that are most relevant in the context of the

church to grow in capacity, to facilitate learning and new experiences and to find new partnership for collaboration.

In 2012 the main focus of the member churches project work was on diakonia, theological education, sustainable development, capacity building, HIV and AIDS, women empowerment and institutional development of the church.

Project Implementing And Monitoring (PIM) desk

Personnel Changes

The contract of the Secretary for the Project Implementation and Monitoring desk Mr. Jaap Schep came to an end in December 2011 and from January to May 2012 the PIM desk was understaffed. The new PIM Secretary, Ms. Ilona Maria Dorji (ELCF) joined the LWD on June 1, 2012.

New Developments

In June 2012, the LWF Council gave a mandate to DMD to develop comprehensive programs to bring and hold together DMD programmatic activities and member churches project work. Soon after, DMD started a process to integrate DMD projects into six DMD programmatic areas in order to better align DMD work with the LWF Strategy 2012-1017: (1) Capacity for Diakonia, (2) Capacity for Advocacy, (3) Transformative



15 year old Patryk and his friends from Bobrek, Poland, learning cooking skills © LWF/R. Cieslar

Leadership and Good Governance, (4) An inclusive Communion, (5) Theological Education and Formation and (6) Relationships and Identity. In the DMD project screening in December the department promoted projects that fell within the six programs. A specific focus was also given on small and struggling member churches.

Reporting: Many project holders are still struggling to meet the DMD project reporting standards. To facilitate the process, the PIM desk revised the reporting form.

Evaluation: Furthermore, a project evaluation guideline was developed to provide guidance both to project holders for the planning and management of evaluations and for evaluation teams in carrying out the exercise.

Synergy: The PIM desk increased synergy and dialogue among the other DMD units by developing a project visit matrix to help the department to collect and share information on project developments and to better follow up the projects during their visits to member churches.

Making a difference: the impact and immediate results of the year

Engaging in effective diakonia

Poland: The Evangelical Church's Centre for Mission and Evangelism increased the number of volunteers from the parishes to work with vulnerable youth. In 2012 the volunteers and the missionaries did altogether more than 1950 hours of street work with vulnerable children involving them in educational games and activities, counseling them and giving them proper meals. Around 80 children aged 8-18 took part in activities organized by the street missionaries. These activities included small trips during winter holiday, outings to cinemas, museums, swimming, cooking and art classes.

Building Sustainable Rural Communities

Cameroon: The PADI Project continued strengthening community organizations by im-

proving the livelihood of rural people. In 2012 about 600 inhabitants in 22 villages successfully learned and adopted ecologically sustainable techniques of land restoration, reforestation, organic waste recycling, and control of bush fire. Since the beginning of the year, approximately 1200 trees were planted in 15 targeted villages. The tree planting campaign in the 15 target villages mobilized more than 1,500 men, women and youth. The project has been a great learning experience for the church. It has developed valuable expertise and capacity in this ministry which is increasingly recognized by government departments and civil society actors.

Reducing stigma and facilitating action against HIV and AIDS

South Africa: The LUCSA HIV and AIDS program formulated a comprehensive strategy for the HIV/AIDS work 2013-17 based on prior situational analysis in each of their target countries. The strategy includes four key response areas: institutional development, internal and external mainstreaming, empowerment addressing stigma, and monitoring and evaluation.

India: the UELCI HIV and AIDS program inaugurated HIV and AIDS Counseling Centers in four Lutheran Mission Hospitals where people were educated on the disease through videos, puppet shows and presentations. They were encouraged to get tested for HIV and AIDS. As

a result of the awareness training, from January to July, 33 people were detected with the virus and were accompanied to register with government services to receive antiretroviral treatment.

Empowering and expanding economic opportunities for women

Kenya: The “Say No to FMG” project implemented by the Evangelical Lutheran Church in Kenya (ELCK), reached more than 7000 people through awareness-raising campaigns. The project has trained 25 trainers and mobilised 125 local activists for joint action. The project has brought together local and international partners, churches, the government, target groups and other stakeholders. It has increased understanding about the consequences of the continued violation of women and girl child rights in a modern society.

India: The women and youth empowerment project in the South Andhra Lutheran Church helped many young women, such as the 18 year old Ms. Laksimi, to take computer courses in the church computer training centre. The training turned out to be very useful for many of the young women, especially for Ms. Laksimi, as she managed, with the help of the project staff, to find employment as a Computer Officer in the Government Office.

Building capacity of small and struggling member churches

Myanmar, Cambodia and Sri Lanka: In 2012 the LWF/DMD accompanied and built the groundwork for future project work with small and struggling member churches in the Mekong Region by conducting on-the-ground training on project management with these three small member churches.

Indonesia: The DMD Comprehensive Capacity Building process contributed towards the registration of the National Council of Indonesia as a legal organization, launched two books on Lutheran identity and facilitated a meeting of the 12 Lutheran MC in Indonesia for the first time in history.

Project Visits, Monitorings and evaluations in 2012

Latin America

Argentina: Joint Project Office, **Peru:** SEPEC, **Brazil:** COMIN-IECLB.

Africa

South Africa: LUCSA Aids Action Program, **Madagascar:** FAFABI Antsirabe and Fianarantsoa, **Tanzania:** Makumira University College, Lambo Water Supply, Radio Station Sawtu ya Injili and Clinical Pastoral Education Program, **Kenya:** Say

“No” to FGM project and KELC on Laypersons Training Program, *South Africa*: LUCSA AIDS Action Program, Lutheran Lectureship and Lutheran Community Outreach Foundation.

Asia

India: Adivasi Community Development and Tribal & Dalit Women Empowerment, Dalit Aware-

ness and Liberation, Women and Youth Empowerment, Comprehensive Training and Health Services, Conflict Transformation and Peace Building, UELCI Communication project, UELCI HIV & AIDS program, UELCI Women project, *Bangladesh*: Indigenous Women Empowerment, *Indonesia*: Pelpem.



Training the youth of the LCC in Cambodia © LWF/W.Chang

LWF Youth 2012

We are online



As the latest UN climate change negotiations begin in Doha, nine Lutheran youth from across the globe have converged in the Qatari capital to raise their voice for concrete action and to bring tangible lessons back home to their churches and communities. (From left to right: Nahun Stürtz, Jeff Buhse, Tsiry Rakoto, Chris Böer, Iwona Baraniec, Leif Christian Andersen, Anila Ravisamson and Warime Gut; not pictured: Raquel Kleber) © LWF/Sidney Traynham



Youth Desk Programs in 2012

Rather surf than travel, rather click than print. Virtual contacts have many positives such as eco-efficiency, fast information and mutual dialogue.

Self-understanding as a virtual global community is found mostly among young people.

In 2012 the use of virtual and analogue encounters was crucial for the LWF Youth Desk's youth advocacy, youth participation and young

leadership trainings. The methodologies followed the success of the initial global virtual learning process from 2011, “LWF together.” Much of the content was prepared through webinars, reported online and shared with the young Lutherans in social media contexts. The online strategy of the LWF Youth Desk shows increasing numbers of users, participants and contacts.¹ The online strategy has become one of the strongest tools for information sharing, community building and action with the target group.

Early birds and night owls

The First Virtual Conference

– “green&just”

A conference where some participants have to get up at five in the morning while others are deep in the night does not happen often. The First Virtual Conference of the LWF crossed 24 time zones. This new format was successfully implemented in May 2012, gathering 401 participants from 52 countries, most of them young people between the ages of 20 and 30. The global event not only provided a learning platform to share, discuss, reflect and study topics about ecological justice, it also pioneered processes for

¹ Statistics: LWF Youth Blog was visited 16,219 times in 2012 and has now 490 text posts; the Facebook group has 2760 likes (860 more persons than in 2011)

arranging global conferences in an eco- efficient, financially sustainable and easily accessible way.

“I found it a delightful combination of several valuable tools and features that the internet and the cyber-age offer: pre-recorded videos, webinars and group chat,” commented one participant in the evaluation. Another participant shared, “It was a very good experience, and this format should become a key way for the LWF to work.”

Climate change is challenging our future

Youth for Eco-Justice and beyond

“I know that we are the future and climate change is our future,” says 23 year old Antony from Kenya. Through the program follow-up of Youth for Eco Justice, five youth projects in local contexts were realised. This followed participation of young Lutherans in the Climate Change Summit COP17 in Durban, South Africa in 2011. Their local projects are multiplied for a wide audience through sharing the stories in the LWF Youth Blog and video testimonies which will be published in 2013. Kristen, a 21 year old from the ELCA writes in the LWF Youth Blog: “The most important thing I can do right now is find a voice to preach the news of climate change so that people will be compelled to care, rather than be paralyzed by despair. I am eager to show a

vision for sustainability through sharing my own story and struggles, not by burdening people with a long list of things to do.”

A major project could be implemented by young Brazilians around the RIO+20 Summit: “Criatude.” Youth for the Care of Creation is an ongoing educational national project that encourages Lutheran Christians from IECLB to use creative attitudes in the promotion of sustainability and eco-justice.

A challenge to our church

The LWF delegation at the Climate Change Summit COP18 in Doha, Qatar

The goal, “*Delegation members have understood the relevance of Climate Change in their local context and globally,*” was challenging since the young delegates were all quite new to the context of climate change and accompanied by three young leaders. This experiment however, turned out to create a dynamic, inspiring and active LWF delegation that had an impact on the COP18, the LWF Communion office, and in their churches. The young delegates, selected from nine LWF member churches, have actively participated in various events, including high-level segment panels, panel discussions, interfaith side-events and the first Qatari Climate demonstration. They



As the latest UN climate change negotiations continue in Doha, Lutheran youth joined with ecumenical partners to demand action at the COP18 climate summit.

© LWF/Sidney Traynham

also took the lead for the first interfaith youth meeting on climate justice. In this process they witnessed, learned and became active advocates for eco-justice. Back home they will implement climate projects in their local context, varying from regional interfaith youth meetings to establishing an advocacy group in their church.

Read and learn more

The 2012 publication “**green&just**” by the LWF Youth Desk, offers young leaders a practical and in-depth toolkit for informing, planning and acting for Eco Justice. It can be read along with many other stories and reports on the Blog lwfyouth.org.

Conclusion: Youth are the advocates for their future

Youth activities in 2012 have empowered and trained young Lutherans to grow in knowledge, experience, and self-awareness as young leaders. They strengthened their commitment to the Lutheran community and to the protection of

creation. Their dynamic and creative impacts can be seen in member churches through the youth's meaningful networking, mentorship for other young people, advocating within their churches and on-going project implementation. If you did not encounter them yet, approach them and start to connect. It is worth it!

Program Coordination and Administration

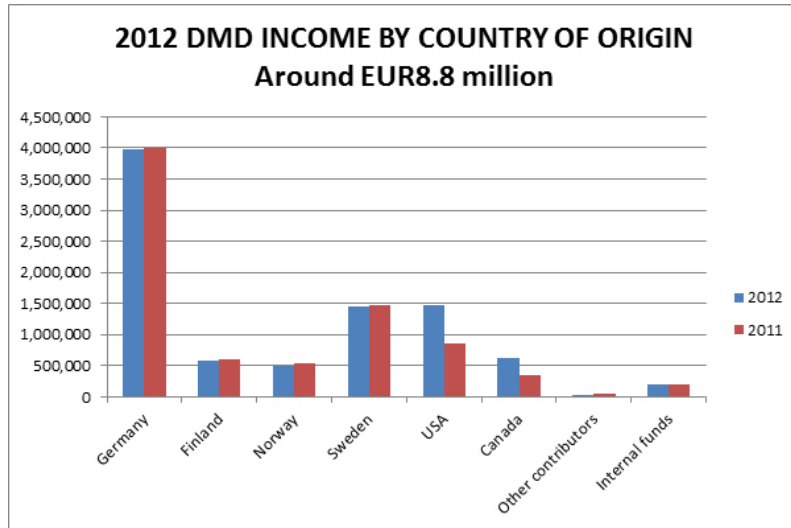


LWF Staff – Week of Meetings 2012 © LWF/M. Haas

Resource Mobilization and Financial Situation

In 2012, DMD maintained good and regular contact with the supporting partners to keep them informed and interested in our work. It was important that most traditional supporting

organizations participated in the DMD governing body meetings held in Bogota prior to the LWF Council meeting, as well as in the committee for mission and development. Visits to partners in Finland and Sweden by DMD program staff were opportunities to strengthen relationships and increase collaboration. Additional encounters were



and critical input from these encounters.

For 2012, a total of EUR 8,792,283 was secured from the traditional funding sources. There is a slight decrease when compared to income received in 2011 mainly due to internal organizational structural changes where the Women In Church and Society desk (WICAS) was moved to another department. Partners

organized through Skype (April 2012) and working together meetings (May and September, 2012). DMD seized the moment to discuss and solicit support for its new three strategic directions which were later developed into concrete program plans, detailing the work prioritized for the years 2013 – 2014. The strategic directions; Capacity development as a strategy for sustainability, Transformative Leadership and Good Governance, and Relationships and Identity, are broad themes that will shape DMD’s contribution towards the successful achievement of the LWF communion-wide objectives. Our new approach, intended to increase synergy between member churches’ projects and programmatic activities, also received affirmation

in North America increased their contributions, while funding from the Nordic and German partners remained at the same level. The graph below shows the different sources of funding by country. The department used a total of EUR 8,629,054 to deliver its responsibilities compared to EUR8,8 million in 2011. The decrease is again due to the transfer of one of the DMD desks to the department of Theology and Public Witness as a result of the restructuring exercise. An amount of EUR 4,371,461 was transferred to LWF member churches in support of project work, while EUR 2,006,185 was expended on programmatic activities and EUR 2,251,408 for Geneva coordination costs. As with previous years, DMD spent about

51% of its budget in support of member churches' projects. This support is crucial as it enables our member churches to address challenges within their different contexts, according to the priorities of the individual member church. Global and regional programs include an amount of EUR 447,739 used for training support/scholarships for candidates selected by our member churches. This financial support is again crucial for developing strategic capacity needs within our member churches. The pie chart below shows how DMD spent the funds available for its work.

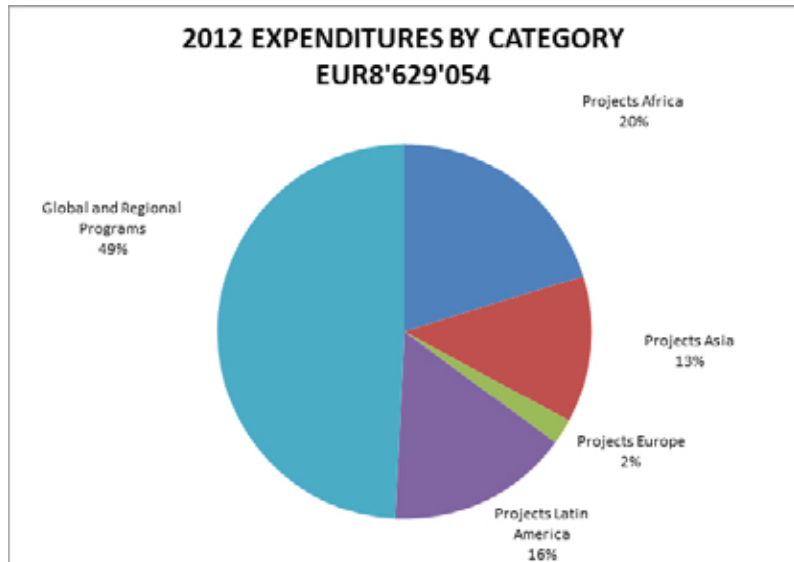
The following table is an extract from the LWF consolidated financial statements and reflects how the department received and utilized funds during the year under review. It is pleasing to note that unlike in previous years DMD was able to increase slightly its reserves.

“A strategy, even a great one, doesn't implement itself”
– Jeroen De Flander

Often considered as tedious and time consuming, planning, organizing and financing are important aspects of strategy

execution. Following the approval of the new LWF corporate strategy 2012 – 2017, DMD spent significant time envisioning and rethinking how best to organize its work. Major steps taken include the integration of programmatic activities and member churches' projects into comprehensive programs. Six comprehensive programs with a total annual budget of EUR 9,1 million were developed to be implemented during the years 2013 and 2014:

- Capacity for Diakonia
- Capacity for Advocacy
- Theological Education and Formation



Summary of Income and Expenditure 2012			
	2012	2011	2010
Operating Income			
Membership fees	200,000	200,000	360,709
Member churches & related agencies support	8,224,584	8,473,459	7,772,362
Other Income	367,699	158,469	483,188
Total Income	8,792,283	8,831,928	8,616,259
Operating Expenditure			
Geneva Coordination costs	2,251,408	2,537,647	2,948,543
Program/project expenditures	6,377,646	6,287,212	6,119,200
Total Expenditure	8,629,054	8,824,859	9,067,743
Financial Results for the year	<u>163,229</u>	<u>7,069</u>	<u>-451,484</u>
Prior year adjustments			-24,482
Reserves at beginning of year	1,276,222	1,269,153	1,615,335
Exchange rate adjustment			129,783
Reserves at end of year	<u>1,439,451</u>	<u>1,276,222</u>	<u>1,269,152</u>

- Transformative Leadership and Good Governance
- Inclusive Communion
- Relationships and Identity

The comprehensive programs have been further developed into sub-programs that hold together programmatic activities and member churches' initiatives to be supported. The integration of programmatic activities and member churches'

project was recommended by the former LWF Project Committee (in 2009 and 2010) who emphasized the need to harvest from these different spaces in order to enrich the overall work of DMD and strengthen the holistic mission of the churches.

Further steps were taken to revise the project screening and approval procedures with the aim of ensuring that projects are focused more strategically in line with the priorities set out in the LWF strategy, and that the needs identified in the different regions, with particular attention

to the needs of minority and struggling churches, are taken into account.

At the governance level, the LWF Council meeting in Bogota in June 2012 voted for the establishment of a subcommittee of the Committee for Mission and Development aimed to safeguard the governance and quality of DMD project work, as well as ensure close follow-up of the member churches' projects. The Sub-committee, comprised of seven members who are all members of the Committee for Mission and Development, will have a specific mandate for validating projects and to recommend them to the Committee for final approval within the frame of the Communion Office Operational Plan (COOP).

In 2012, DMD has worked jointly with other departments in the Communion Office and the funding partners to revise the program cooperation framework agreement (PCFA) now known as the Funding Agreement. This work has resulted in introduction of an annex to the Funding Agreement which streamlines the procedures and sets forth the general terms of the coop-

eration between the LWF/DMD and supporting partners, as well as guides the work of the LWF/DMD in funding and accompanying the member churches in their project work and defines the control mechanisms on sound implementation of projects. These two documents, when signed by the LWF and the supporting partners, will hopefully lead to smooth and stronger relationship/partnership in the future.

However, there are clear signs from the donor community which indicate a changing funding landscape with more focus on quality delivery of results and increased value-for-money. The reporting and grants management requirements are also getting tighter, which of course will pose further challenges on those churches who are already struggling with capacity issues.

DMD is committed to continue working with member churches and related organizations (supporting partners) to develop relevant capacities within member churches for stronger and sustainable ministries.

DMD Funding Partners

We appreciate and acknowledge the support of our funding partners



NORWEGIAN CHURCH AID

Church of Sweden 





THE
LUTHERAN
WORLD
FEDERATION