2016 Budget

The 2016 Budget is based on the LWF Strategy and the Communion Office Operational Plan (COOP) 2015-2016 with its respective income, expenditure and results. The total planned income of EUR 119,681,230 is a target to be fundraised to cover the plans for the year.

All amounts in EUR	DTPW	DMD	DWS	DPO/Gov/G	Total
Total Planned Income	2,749,405	6,845,896	107,473,930	2,612,000	119,681,230
Total Expenditure	2,749,405	6,845,896	107,473,930	2,612,000	119,681,230
Overall Result for the Year	0	0	0	0	0

The following factors have been taken into consideration in the budget:

- The support from the Endowment Fund in the equivalent amount of EUR 340,000
- 25 % of membership fees or EUR 665,000 is allocated to support DTPW & DMD
- The new project on Ecumenical Commemoration in the budget of the Department for Theology and Public Witness is to be fundraised and no funds committed
- No cost-of-living adjustment to the salaries in 2016 and the LWF Employer Pension Fund contribution is reduced by 2% as staff cost reduction
- All costs paid in Swiss Franc have gone up by 13% compared to the 2015 budget due to the strengthening of CHF to Euro. A series of measures have been initiated on cost optimization.
- The main exchange rates applied: EUR/CHF 1.07, EUR/USD 1.05, USD/CHF 0.98

It should be noted that foreign exchange markets continue to be volatile and uncertain. The rates used in this budget are based on the forecast rates from our banks considering the Swiss National Bank (SNB) monetary policies and recent decisions. This position will be monitored closely and will be reviewed prior to the next meeting of the Meeting of Officers.

This 2016 Budget reflects the realistic commitment of each department to a balanced result. Longer term financial sustainability requires addressing the hardened financial environment through more intensive fundraising, effective and cost efficient program delivery, higher church commitment to pay membership fees, relevant programs and projects with high impact, and adjustments in the programs or structures.

The budgeted income of EUR 119,681,230 presented to the Council represents a target to be raised. LWF will not have this total amount on hand as cash by January 2016. Prudent financial planning and monitoring as well as effective fundraising are required in order to successfully implement the annual plans. Should the fundraising target not be met, then budgetary readjustments will be made in a timely manner to ensure that expenditure is aligned to income.

A more detailed budget is on the following page.

The Lutheran World Federation

2016 Budget 26 May version

All amounts are in EUR

The amounts here are targets to be raised and expensed. If actual income is less than planned, then expenditure will have to be adjusted accordingly.

EUR/USD 1.05

EUR/CHF 1.07

Department for Theology & Public Witness		Department for Mission & Development		Department for World Service		Dept for Planning + Governance & Gen Sec's Office		Total
INCOME	**EUR**	**INCOME**	**EUR**	**INCOME**	**EUR**	**INCOME**	**EUR**	**EUR**
Membership Fee Contributions	**336,500**	Membership Fee Contributions	**328,500**	Membership Fee Contributions	**0**	Membership Fee Contributions	**1,967,000**	**2,632,000**
Support from Member Churches & Related Organizations	**2,327,905**	Support from Member Churches & Related Organizations	**6,355,801**	Support from Member Churches & Related Org	**47,878,074**	Support from Member Churches & Related Organization	**343,000**	**56,904,780**
Administration Fee Income	**0**	Administration Fee Income	**0**	Administration Fee & User Fees Income	**26,762,515**	Administration Fee Income	**30,000**	**26,792,515**
Investment Income & Gains	**10,000**	Investment Income & Gains	**75,000**	Investment & other Income	**350,484**	Investment Income & Gains	**30,000**	**465,484**
Support from Endowment Fund	**75,000**	Support from Endowment Fund	**50,000**	Support from Endowment Fund	**0**	Support from Endowment Fund	**215,000**	**340,000**
		Other Income	**36,595**	External Funding/ Bilateral Projects	**32,482,857**	Other Income	**27,000**	**32,546,452**
TOTAL INCOME	**2,749,405**	**TOTAL INCOME**	**6,845,896**	**TOTAL INCOME**	**107,473,930**	**TOTAL INCOME**	**2,612,000**	**119,681,230**

EXPENDITURE	Program Budget	Unit Mngt Expense	LWF Infrastr. Exp.	TOTAL Expenses
Ecumenical Relations	359,365	78,059	39,150	**476,574**
Theological Education and Formati	195,279	13,461	5,800	**214,540**
Religion & Development	215,098	25,537	15,950	**256,585**
Public Theology and Interreligious	222,317	29,880	17,400	**269,597**
Gender Justice & Women Emp.	356,314	45,761	29,000	**431,075**
Reformation Anniversary 2017	134,991	21,175	11,600	**167,766**
International Affairs and Human R	316,420	27,372	26,100	**369,892**
Ecumenical Commemoration	543,218	20,159	0	**563,377**
TOTAL EXPENDITURE	**2,343,002**	**261,404**	**145,000**	**2,749,405**
		Result for the year		**0**

EXPENDITURE	Program Budget	Unit Mngt Expense	LWF Infrastr. Exp.	TOTAL Expenses
Communion Building	1,293,697	205,747	87,409	**1,586,854**
Capacity for Diakonia	1,425,729	144,189	168,286	**1,738,204**
Church Growth and Sustainab	861,249	90,973	80,876	**1,033,098**
Support to Member Churches	2,281,300	186,814	0	**2,468,114**
DMD Sub-Committee	0	19,626	0	**19,626**
TOTAL	**5,861,975**	**647,349**	**336,571**	**6,845,896**
		Result for the year		**0**

EXPENDITURE	TOTAL Expenses
Angola Program	1,182,258
Burundi Program	875,000
Cameroon	2,226,000
Central African Program	1,561,500
Central America Program	2,428,719
Chad Program	6,900,000
Colombia Program	2,290,000
DR of Congo Program	2,352,488
Ethiopia Program	6,030,188
Haiti Program	1,245,877
Jerusalem Program	29,784,040
Jordan Program	4,580,981
Kenya -DjiboutiProgram	8,685,000
Laos- PDR Program	900,000
Mauritania Program	3,024,000
Mozambique Program	2,390,315
Myanmar Program	4,747,000
Nepal Program	4,554,320
Northern Iraq	3,000,000
South Sudan Program	6,707,000
Uganda Program	6,342,048
Subtotal Country Programs	**101,806,735**
Emergency Hubs	620,000
Global Support Services	435,000
Communications	143,724
Humanitarian Operations	120,000
PMER	112,000
Rights Based Programming	22,000
Safety and Security	70,000
Geneva Coordination	3,317,880
Infrastructure Costs	826,591
TOTAL	**107,473,930**
Result for the year	**0**

EXPENDITURE	LWF Exp.	TOTAL Expenses
Governing Bodies & General Secretary's Office		
Governing Bodies	310,600	**310,600**
General Secretary's Office	856,029	**856,029**
Governing Bodies & General Secretary's Office		**1,166,629**
Planning & Operations		
Planning & Resource Mobilization	533,647	**533,647**
Human Resources	684,182	**684,182**
Communications	959,061	**959,061**
Finance	576,643	**576,643**
Infrastructure Reallocation	(1,308,162)	**(1,308,162)**
Planning & Operations	**1,445,371**	**1,445,371**
TOTAL	**2,612,000**	**2,612,000**
Result for the year		**0**

TOTAL INCOME	**119,681,230**
TOTAL EXPENDITURE	**119,681,230**
TOTAL RESULT (+/-)	**0**

The Income for all departments are projections based on trends and indicative pledges from churches, related organizations and international funding agencies

The membership fees and endowment fund allocations are indicative figures and final allocation will be based on actual income and expenditure of A budget at year end

The implementation of planned activities will be based on confirmed pledges received to avoid deficits

The Ecumenical Commemoration of the Reformation Anniversary is a new project to be fundraised