

Council 2015

Exhibit 9.1

Geneva, Switzerland

## Report to the LWF Council

# Implementation of the 2013-2014 Communion Office Operational Plan



THE  
LUTHERAN  
WORLD  
FEDERATION

A Communion  
of Churches

## **IMPLEMENTATION OF THE 2013-2014 COMMUNION OFFICE OPERATION PLAN (COOP) REPORT TO THE COUNCIL**

### **INTRODUCTION**

The LWF Strategy 2012-2017 directs the work of the LWF Communion Office as the global expression of the communion and provides the platform for strategic leadership and accountability by the LWF Council.

The Communion Office Operational Plan (COOP) is a two-year document, structured and linked to the priorities and strategic goals of the LWF Strategy.

The first section of this report gives an overview of the implementation of the two year Communion Office Operation Plan 2013-2014. The second section reports on the specific one year progress made in 2014 towards achieving the COOP 2013-2014 objectives.

### **PART A: REPORT ON 2013 – 2014 Headline Performance Indicators**

The COOP 2013-2014 contains headline performance indicators to assess how well and to what extent the LWF has achieved its strategic goals outlined in the LWF Strategy 2012-2017. This section summarizes the main results and accomplishments measured against the headline indicators for each priority area over the past two years.

#### **I. Priority One: A communion strengthened in worship and ongoing theological discernment, ecumenical dialogue and interfaith collaboration**

Implemented primarily by the Department for Theology and Public Witness (DTPW)

<b>Headline Indicators</b>	<b>Results</b>
<ul style="list-style-type: none"> <li>The number and quality of member church plans for observing the 500<sup>th</sup> Anniversary of the Reformation (with ecumenical commitment and the experiences of women and youth highlighted).</li> </ul>	<ul style="list-style-type: none"> <li>Plans around the 500<sup>th</sup> anniversary of the Reformation are taking shape in different regions. In Africa, the Marangu celebration includes the LWF Reformation themes; in North America, the Canadian church has accepted the themes for its events; in Germany, “Gemeinsam Unterwegs” has engaged many people on the anniversary.</li> <li>Within the LWF Communion Office (CO), all departments relate joint activities to the Reformation anniversary.</li> <li>The COOP 2015-2017 Appendix on the Reformation anniversary was approved by the Council in 2014.</li> </ul>
<ul style="list-style-type: none"> <li>The LWF member churches have increased their skills and appreciation of the use of the Bible to strengthen worship and participation in public life.</li> </ul>	<ul style="list-style-type: none"> <li>The hermeneutics process has triggered local processes in Latin America and in some churches in Asia and Europe.</li> <li>Some scholars who have been part of the hermeneutics process have taken hermeneutics as their new research direction.</li> </ul>
<ul style="list-style-type: none"> <li>Evidence of progress on</li> </ul>	<ul style="list-style-type: none"> <li>Discussions have taken place with most of the LWF ecumenical partners on commemoration of the Reformation anniversary. The Lutheran-Roman Catholic</li> </ul>

<p>common agendas and transformed relationships through ecumenical dialogues.</p>	<p>dialogue commission and the Lutheran-Mennonite-Roman Catholic dialogue commission have focused on the issue of Baptism. Common agendas have not been imposed on the dialogue processes, which all have their own histories, theological challenges and flow of topics arising from these.</p> <ul style="list-style-type: none"> <li>Relationships have been transformed with most of the partners. The Anglican-Lutheran International Coordinating Committee (ALICC) launched its process in 2013; preparations of joint liturgical material and 2017 commemorations with the Catholics have begun; and challenging issues such as Baptism (Mennonites) and Ministry (Orthodox) are being discussed; while the 2013 decision on the theme, dates and participants of the Lutheran-Pentecostal dialogue has been taken.</li> </ul>
<ul style="list-style-type: none"> <li>Evidence of improved practices by member churches in gender justice and women’s empowerment.</li> </ul>	<ul style="list-style-type: none"> <li>There are examples of member churches’ increased commitment in discussing and implementing the Gender Justice Policy (GJP).</li> <li>There is an increase in the number of qualified women participating in leadership and decision making because of the work of the women theologians network.</li> <li>There is increased interaction between women in church networks and civil society actors, which has enhanced the reflective the role that faith groups bring to issues related to women’s human rights.</li> </ul>
<ul style="list-style-type: none"> <li>Evidence of the LWF influencing change in policies and programs of the UN and other international agencies that benefit poor and vulnerable people.</li> </ul>	<ul style="list-style-type: none"> <li>LWF played a leading role in the development of the United Nations High Commissioner for Refugees (UNHCR) statement on “Welcoming the stranger: Affirmation for faith leaders”.</li> <li>At the moment LWF is UNHCR’s leading faith-based non-governmental organization (NGO) partner, both for service implementation and for policy development.</li> <li>DTPW made a significant contribution to the partnership/signing of the Memorandum of Understanding (MoU) between LWF and Islamic Relief Worldwide (IRW), and to the signing of a new MoU between LWF and UNHCR.</li> </ul>
<ul style="list-style-type: none"> <li>Evidence of transformation in relationships and progress on shared agendas through interfaith engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Academic cooperation has been established with the Center for Islamic Theology in Münster.</li> <li>Contributions were made in establishing cooperation with IRW, to the theological rationale for interreligious cooperation in humanitarian work and to the GJP.</li> <li>DTPW contributed to efforts around interfaith advocacy on climate change issues.</li> <li>Interest around the topic “religions and renewal” related to the Reformation anniversary was shared with Jewish, Muslim and Christian scholars.</li> <li>There were discussions with Muslim leaders in Tanzania and in Germany concerning “public space and citizenship”.</li> </ul>

## II. Priority Two: Member churches growing in capacity for holistic mission and deepening relationships with each other

Implemented primarily by the Department for Mission and Development (DMD)

Headline Indicators	Results
<ul style="list-style-type: none"> <li>❖ Evidence of learning and changed practice in the member churches involved in capacity development initiatives.</li> </ul>	<p>DMD created spaces for LWF member churches and related organizations to mutually engage on the understanding and practice of diakonia.</p> <ul style="list-style-type: none"> <li>Virtual conferences have been confirmed as useful and relevant platforms for cross-contextual reflection, and as a way of further enriching the key themes in the LWF Handbook on Diakonia. They also have the potential to become a communion-wide community of practice for participants.</li> </ul>

	<ul style="list-style-type: none"> <li>• The Capacity for Disaster Preparedness and Emergency Response (CDPER) program was piloted in 2013-2014, resulting in the active participation of 17 churches and the production of resources. Churches in Liberia and Madagascar have been involved in ACT funded programs in 2014.</li> <li>• The European diaconal process promoted the exchange and sharing of information and good practices among diaconal workers within the region.</li> <li>• The impact assessment of the “Poverty and the Mission of the church in Africa” program affirmed its significance in providing a theological framework for the role of the church in poverty alleviate and in changing the mind-set of churches and society as they begin asking questions about its causes.</li> <li>• Four years after the publication of the handbook “Diakonia in Context”, the regions have developed rich discussions and many more resources on diaconal work with a contextual orientation.</li> </ul>
<p>❖ Member churches demonstrate increased commitment and readiness to improve leadership practices and apply good governance standards.</p>	<p>There were reflections on good governance and participatory leadership at many levels. Encouraging equal participation of men and women and youth participation is part of all DMD programs and supported projects.</p> <ul style="list-style-type: none"> <li>• Reflections with churches in Ghana and Papua New Guinea on youth leadership have influenced immediate policy changes in these churches.</li> <li>• The member church in the Democratic Republic of Congo (DRC) concluded a process intended to improve and clarify its accountability practices. This process was mainly accompanied by the Evangelical Lutheran Church in Tanzania with the support of the DMD Geneva office.</li> <li>• The member churches in Asia have identified areas of governance and accountability to be strengthened and have strategized steps to improve.</li> <li>• A number of churches in Latin America and the Caribbean (LAC), who have been engaged in the sustainability process, have developed policies and procedures to improve their governance and accountability practices.</li> </ul>
<p>❖ An increase in the level and quality of participation by member churches in regional expressions and other communion networks.</p>	<p>There is growing connectedness, mutual support and learning among LWF member churches in the different regions.</p> <ul style="list-style-type: none"> <li>• Regional church leadership meetings have successfully influenced the communion-wide agendas at the LWF Council meetings.</li> <li>• Member churches standing in solidarity with churches affected by typhoon Hagupit and the Ebola outbreak in West Africa offer good examples of how the quality of ownership in the communion has evolved in different regions.</li> <li>• Member churches have also expressed the need to engage and connect at cross-regional and global levels.</li> <li>• The participation of the North American leadership in the Church Leadership conference for LAC is encouraging.</li> <li>• The planned presence of many regional leaders at the Marangu African Reformation conference is another strong sign of deepening relationships across regions as member churches continue to grow in communion.</li> </ul>

### III. Priority Three: Effective and empowering diakonia addressing human suffering, injustice and emergencies

Implemented primarily by the Department for World Service (DWS)

Headline Indicators	Results
<p>❖ Evidence of sustainable improvements in the lives of people and communities assisted through LWF Country Programs.</p>	<ul style="list-style-type: none"> <li>• DWS has reached the target set in 2012 and has assisted approximately two million refugees; internally displaced persons (IDPs) and disaster affected persons in 2014. This represents an increase of more than 80 percent compared to 2012<sup>1</sup>.</li> <li>• There is substantial evidence from our programs on how the lives of people were improved. In Chad, DWS built more resilient communities by empowering refugees to start their own farming activities instead of distributing food only. In Burundi, almost all displaced individuals have now been accepted and re-integrated into their communities of origin.</li> <li>• Thanks to the advocacy work of LWF, women in Nepal now have access to land rights. In Mauretania, the income in female-led households has increased and the use of non-renewable energy has been reduced due to the introduction of solar cookers. In Angola, more than 60% of the village development groups are undertaking their own development activities and could be “graduated” to a higher level of partnership with LWF. Programs in Myanmar and Laos have been successfully launched and are developing grassroots programs with hundreds of groups on development, capacity building, planning, group representation and human rights claims.</li> <li>• In Uganda, Kenya and Myanmar and elsewhere, there has been increased access to protection, clean water, quality education and rights through DWS programs.</li> <li>• For people living in Palestine and Israel there has been increased access to high quality healthcare provided at the Augusta Victoria Hospital (AVH) in East Jerusalem, which has received high praise and has helped to heal and save many lives.</li> </ul>
<p>❖ Timely and effective responses to large scale emergencies.</p>	<ul style="list-style-type: none"> <li>• In 2013 and 2014 LWF <b>responded to all L3 emergencies in CAR, Syria, the Philippines, Iraq and South Sudan.</b></li> <li>• In 2013, quick, effective and innovative responses, including the use of the e-portal developed by LWF in close collaboration with ACT, were implemented in CAR, Namibia/Angola, and the Philippines.</li> <li>• In regards to the Philippines, DWS had placed an emergency specialist in the country within 24 hours of the crisis and had assessed the situation together with the local church.</li> <li>• Instead of setting up our own operations, the local church structures were strengthened to handle the emergency response with the assistance of an LWF advisor. Within 48 hours DWS can take decisions about possible engagement in the case of natural disasters.</li> <li>• In Namibia, LWF was the first on the ground to start a cash transfer program together with the local church. The results have been well documented and the staffs of the member churches are now better prepared to respond to further natural disasters that occur quite regularly.</li> <li>• In northern Iraq, a member church was funding the first ACT appeal almost completely, allowing a very fast response together with a local faith-based partner. Due to the complex situation, the limitations of the partner organization and the likely</li> </ul>

<sup>1</sup> The statistical problems with regard to registration of IDP and disaster affected persons remain. Thus the figures are estimates and it is for the time being too difficult to distinguish between development and humanitarian outreach.

	<p>need for continued funding, LWF decided to start its own program while further training local partners.</p> <ul style="list-style-type: none"> <li>• Providing an effective response also means having a network of pre-determined actors on the ground from among member churches, who are trained in Disaster Risk Reduction committed and competent to be deployed, and who have access to flexible and diversified funding sources DWS can rely on for large scale emergencies.</li> </ul>
<ul style="list-style-type: none"> <li>❖ Country programs meet all requisite standards for quality and performance.</li> </ul>	<ul style="list-style-type: none"> <li>• AVH received the Joint Commission International Accreditation (JCIA) certificate, and other Country Programs (CPs) have obtained awards or recognition from the host governments or donor partners, including South Sudan, Burundi, Myanmar, etc. LWF needs to better highlight these recognitions and standards.</li> <li>• Work with the Emergency Response Hubs and roster staff was intensified, with more Hub deployments made in 2014.</li> <li>• All matters raised in the management letters are currently being followed up, but there was nothing of significance in the letters that had an impact on the overall audit.</li> <li>• Work began on the revised and updated Finance Manual. LWF endorsed the revised DanChurchAid (DCA) Procurement Manual. The LWF Code of Conduct was revised. Several policies and guidelines were updated (Complaints Policy, Investigation Guidelines, and Open Information and Dissemination Policy). The new Exoneration Policy was developed in 2014.</li> <li>• The revised Emergency Manual and companion Pocket Reference Guide were worked on through 2014 and will be finalized in 2015.</li> <li>• The Cash-based Intervention Framework, Guidelines and Toolkit were developed through 2014 with much appreciated support from DCA, and will be finalized in 2015 following field testing.</li> <li>• The Humanitarian Accountability Partnership (HAP) 2010 Standard was rolled out. It is now well known and is part of our organizational culture. Continuous learning and improvement are needed to keep the standards alive.</li> <li>• The HAP certification was extended to January 2016 due to the development of the Core Humanitarian Standard.</li> <li>• A participatory review of the Planning, Monitoring Evaluation and Reporting (PMER) system was completed at the beginning of 2014, along with the rolling out of an action plan. The decision was made on a web-based PMER system that will induce a paradigm shift for CPs and our way of collaborating with them.</li> <li>• A list of policy non-negotiables was developed in 2014 and will be finalized in 2015 as part of the revised World Service Operations Manual.</li> <li>• The LWF Security and Safety Policy will be reviewed and updated in 2015.</li> </ul>
<ul style="list-style-type: none"> <li>❖ Increased resources for programs and emergency response.</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration and funding support from the UNHCR continued to grow. In 2014 LWF was UNHCR's fourth largest non-governmental organization (NGO) partner in receiving UNHCR funds for Project Partnership Agreements. LWF has more than doubled its funding from UNHCR since 2012, securing EUR 29.5 million in 2014. <b>The total amount of funding is almost EUR 62 million.</b> The number of countries where LWF has refugee and IDP activities increased from eight in 2012 to 13 countries in 2014.</li> <li>• In 2013-2014 DWS was successful in submitting directly projects worth EUR 2.7 Million to the United States (US) government (Chad, Nepal Uganda), EUR 600,000 (South Sudan) worth to the European Council for Humanitarian Organizations (ECHO) and worth EUR 2 Million Europe Aid (Myanmar). DWS has invested in 2014 in developing the Global Grants Unit in Geneva and in the regions.</li> </ul>
<ul style="list-style-type: none"> <li>❖ Increased commitment to</li> </ul>	<ul style="list-style-type: none"> <li>• Funding from member churches and related agencies is going down, especially with</li> </ul>

<p>and support of programs by member churches and related organizations.</p>	<p>regard to the development programs (Project Document) from 52% in 2012 to 46% in 2013 to 41% in 2014. This is partly due to the massive increase of overall funding and to the variable situation in the different countries. Also, in the humanitarian sector, DWS has noticed that southern member churches have contributed to emergency situations and that northern churches have given church offerings to CPs in urgent need of quick unrestricted funding. The growth of the quick emergency fund of the German National Committee (GNC) is a good indication of how unrestricted and quick funding through our structures could increase our timeliness in emergency response and help save lives.</p> <ul style="list-style-type: none"> <li>• Support in global/organizational capacity building is decreasing in favor of strategic or country-based capacity building/programming.</li> <li>• There is potential for developing existing partnership agreements. Efforts in consortia building could be observed in different countries and at the global level, (e.g. between DCA and Norwegian Church Aid (NCA)). More specific analysis is needed to map the relationships and the perspectives.</li> <li>• ACT Forums for joint programming to reinforce cooperation offer one model for growing larger together instead of growing at the cost of other ACT members.</li> </ul>
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#### IV. Organizational sustainability and Effectiveness

Implemented by the Department for Planning and Operations (DPO)

<b>Headline Indicators</b>	<b>Results</b>
<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>❖ The work of the LWF is being expressed in all regions and member churches in a way that resonates with the target audience.</li> <li>❖ LWF web presence is streamlined on the new Web site</li> <li>❖ LWF staff has adopted and are using the new LWF brand</li> </ul>	<ul style="list-style-type: none"> <li>• The LWF Communications Strategy was adopted in 2012 guiding the development of communications in LWF.</li> <li>• A new global website has been developed. Following that, the launch of regional sub-sites and the training of regional communication networks in 2013 and 2014 improved the infrastructure for sharing LWF's story.</li> <li>• The LWF brand has been developed, adopted and rolled out globally. Visual identity guidelines have been produced and published in the official LWF languages.</li> <li>• In 2014 sub-brands for regional expressions and global programs were developed and visual identity guidelines produced and published.</li> <li>• A steady news flow with a focus on the life of the communion and the outcome of the programmatic work of LWF has been maintained throughout 2013 and 2014.</li> </ul>
<p><b>Financial sustainability</b></p> <ul style="list-style-type: none"> <li>❖ Increased funding for communion office programs.</li> <li>❖ Financial performance is in line with budget projections.</li> </ul>	<ul style="list-style-type: none"> <li>• Overall, LWF income has increased by 16 percent in the two years. However, DMD's income has experienced a slight reduction.</li> <li>• Over the past two years financial performances have been beyond the budget projections. This is mainly due to new emergencies, which have raised the level of humanitarian funds secured for the work of DWS.</li> <li>• A fundraising strategy has been initiated in order to clarify fundraising directions and systematize actions to diversify and increase sources of funds.</li> <li>• Financial management has been strengthened with quarterly reports based on budget, income and expenses now being submitted to management for strategic monitoring.</li> <li>• Membership income and the number of churches contributing increased in 2013. In 2014 the number of churches contributing decreased slightly.</li> <li>• The Endowment Fund Board has been refreshed. The financial performance has been strong during 2013 and 2014. A distribution of earnings has been plowed back</li> </ul>

	<p>into the programs after a gap of several years.</p>
<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>❖ Faster processing time for all human resources procedures.</li> <li>❖ Total compliance with performance evaluation processes.</li> <li>❖ Evidence of increased staff satisfaction, motivation and productivity.</li> <li>❖ Progress toward reaching targets for gender equality at all staff levels.</li> </ul>	<ul style="list-style-type: none"> <li>• The years 2013-2014 have been challenging for the Office for Human Resources (OHR), which has been dealing with the changes in staffing and the day-to-day human resource demands.</li> <li>• The new staff appraisal process was launched in 2014 after a pilot project in 2013. This has resulted in a simpler and improved process based on objectives and valued behaviors.</li> <li>• Staff trainings granted in 2014 was all linked to improving the skills of staff and the longer term sustainability of LWF.</li> <li>• HR has increased its efficiency with new measures introduced to improve recruitment time and processes.</li> <li>• LWF has secured equal salary certification for 2013 and 2014 by passing the specific gender equal salary audit.</li> <li>• The personnel policies have now been updated in line with Swiss regulations.</li> <li>• The human resources strategy is being brought together in line with the improvement of the different human resources processes.</li> </ul>
<p><b>Communion office development and governance support</b></p> <ul style="list-style-type: none"> <li>❖ Increased integration and efficiency of communion office systems and processes.</li> <li>❖ Growing cooperation and a deepened commitment in key relationships.</li> <li>❖ Improved participation in and effectiveness of governance processes.</li> </ul>	<ul style="list-style-type: none"> <li>• The new financial accounting system, SAGE, is now fully operational and its chart of accounts are aligned to the LWF Strategy.</li> <li>• LWF continues to demonstrate good compliance of accountability and contractual requirements to all its funders.</li> <li>• The MARS database system now offers the possibility to search for Assembly and Council resolutions to facilitate research.</li> <li>• The LWF archiving structure has been updated to be consistent with the LWF Strategy.</li> <li>• Relations with related organizations and other funders have been nurtured so these group are kept engaged with our programs.</li> <li>• There is a strong and open relationship with governance and timely information is communicated regularly to the LWF Council and its committees.</li> </ul>

## V. CONCLUSION FOR 2013-2014

Over the past two-year period, the LWF made significant advances towards achieving the objectives outlined in the COOP 2013-2014, successfully implemented the vast majority of its planned activities and engaged in new activities in line with the LWF's strategic goals, as opportunities arose and funding became available.

Findings and feedback from an internal assessment of the COOP 2013-2014 were integrated into the development of the current COOP 2015-2016 to continue working towards our strategic organizational goals and objectives as a relevant and engaged Lutheran Communion striving for a just, peaceful and reconciled world.

**Part B: Report on 2014 Activities**

This next section gives a more detailed overview of the implementation of the planned activities for 2014, and complements the Implementation of the COOP in 2013 Report which was presented to the Council in June 2014.

The main achievements in each priority area are highlighted. In addition, this section reports on how each objective was achieved through concrete projects and programs, including cross-cutting objectives. Each priority area also reflects on the challenges that limited progress and lessons learnt for moving forward in our work as the LWF.

**I. Priority One: A communion strengthened in worship and ongoing theological discernment, ecumenical dialogue and interfaith collaboration**

Implemented primarily by the Department for Theology and Public Witness (DTPW)

**A. MAIN ACHIEVEMENTS**

1. Increasing visibility of the department and its programs. This could be seen in the steady continuation of DTPW's tradition of publishing the results of the theological study processes. The new and strong development during the year was a more systematic way of introducing DTPW programs and activities relating to them in *Lutheran World Information (LWI)* news releases and particularly on the LWF website, where the department developed a blog giving more visibility to persons, documents and thoughts relating to its work.
2. The successful preparations of the global Lutheran-Pentecostal dialogue, and the decision of the Council relating to the LWF delegation to it. The dialogue was originally scheduled for September 2015 but needed to be postponed to 2016 due to a lack of funds.
3. The successful beginning of the study project on the LWF communion self-understanding. The project was mandated by the Council with a quick deadline but has proved to be very fruitful. It has already produced a reader and is expected to give its final report to the Council in June 2015. The funding benchmarks of the project were also reached in a swift manner.
4. Building stronger cooperation with academic institutions both in the field of shared research processes (e.g. hermeneutics program and the Lutheran School of Theology in Chicago) or shared financial responsibilities (e.g. Inter-faith program and the University of Münster). Besides being a successful model of resource mobilization, the cooperation with academic institutions both enriches the study programs and strengthens LWF's reputation outside the traditional stakeholders.
5. Increased recognition by the member churches and other partners of LWF's presence in the UN organizations. This is a result of the long-term work and time investment of the Office for International Affairs and Human Rights (OIAHR) as well as the high quality of the results of the LWF's work in the field of religious freedom, refugees, and more recently interfaith relations and climate justice.

**B. PROGRESS TOWARD PRIORITY ONE OBJECTIVES**

Objectives and progress indicators	Results
<p><b>Objective 1: The LWF member churches, theological institutions and networks are engaged in planning for commemorations of the 500th Anniversary of the Reformation (PGS003R Reformation 500th Anniversary 2017)</b></p> <p><b>Progress Indicators</b></p> <ul style="list-style-type: none"> <li>• Well-functioning network of contact persons from member churches regarding the 500th anniversary of the Reformation</li> </ul>	<ul style="list-style-type: none"> <li>• The network is established, information comes in; regular exchange takes place, but it is difficult to say what "well-functioning" means; more African and Asian churches could be involved. (Examples above)</li> <li>• Ecumenical dialogue processes refer to the themes.</li> <li>• The Appendix to COOP 2015–2017 have been approved by the LWF Council.</li> <li>• Publications on 2017 themes are drawing on on-going programmatic work of the Communion Office (CO).</li> <li>• It has been decided that the sub-site for Reformation 2017</li> </ul>

<ul style="list-style-type: none"> <li>Increased number of member church plans for Reformation Anniversary</li> <li>Plans and ideas of member churches and LWF for commemorating the Reformation anniversary are shared via web</li> <li>Holistic approach of the LWF's CO towards 2017</li> </ul>	<p>will be released in 2015.</p> <p><b>New activity:</b> a fund for small-scale Reformation anniversary projects is being established.</p>
<p><b>Objective 2: Identified Lutheran theologians have strengthened their hermeneutical skills for communion building and biblical interpretation in their contemporary context. (PTS 9100 Hermeneutics Program)</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>Consultation statements are posted on the LWF Web site and responses invited</li> <li>Consultation publications are shared with theological seminaries, institutions and networks.</li> <li>Five reviews are invited from seminaries.</li> </ul> <p>Completion of plan for 2015/2016, the final phase and harvesting process by the working group on hermeneutics</p>	<ul style="list-style-type: none"> <li>Consultation statements were posted on the LWF Web site.</li> <li>Consultation publications from the Eisenach consultation on the Psalms have been shared with theological seminaries, institutions and networks.</li> <li>Two reviews on the publications have been received.</li> <li>The harvest process leading to the LWF hermeneutics statement has been established.</li> <li>The planning for the fourth hermeneutics consultation in Aarhus, Denmark, has been finalized.</li> </ul>
<p><b>Objective 3: Ongoing ecumenical dialogues have achieved progress, especially in building shared agendas towards the 500<sup>th</sup> Anniversary of the Reformation (PGS003 Ecumenical Relations)</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>Dialogues achieve progress on common agendas and concerns.</li> <li>Agreement is reached on at least one joint statement for each dialogue over two years.</li> <li>Evidence of increased trust and deepening relationships among dialogue partners.</li> <li>Evidence of growing commitment to ecumenical commemorations in 2017.</li> </ul>	<ul style="list-style-type: none"> <li>The Lutheran-Catholic and the Lutheran-Mennonite-Catholic dialogue commissions have been working since 2011-2012 on the issue of Baptism.</li> <li>The progress indicator on preparing a joint statement once in two years is not realistic and not in line with the working methodologies of the dialogues. Two dialogues have, however, published a report during the COOP period: the Lutheran-Catholic dialogue in 2013, and the Lutheran-Reformed dialogue in 2014.</li> <li>LWF has agreed on further processes with most of its dialogue partners, which can be considered as signs of trust, e.g. preparing joint liturgical material and 2017 commemorations with the Catholics, being able to address challenging issues, such as Baptism, with the Mennonites, and ministry, with the Orthodox, as well as the 2013 decision on the theme, dates and participants of the Lutheran-Pentecostal dialogue.</li> <li>Concrete decisions have been taken both with Catholics and Anglicans on joint commemorations of 2017. Discussions are still on-going with the Orthodox and Reformed.</li> </ul>
<p><b>Objective 4-a: The LWF has articulated a clear theological basis for principles and approaches that are fundamental to the identity, life and common work of the communion (PTS 9110 Religion and Development Program)</b></p> <p><i>Note: DTPW has three separate programs under Objective 4. For ease of presentation, and in view of the format, they</i></p>	<ul style="list-style-type: none"> <li>Thanks to their participation in the religion and development workshops, the Lutheran churches in Kenya, Namibia and Zimbabwe have established processes to strengthen their capacity for development.</li> <li>The church-related development agencies have established a community of practice as a result of the collaborative global consultation on religion and</li> </ul>

<p><i>are presented also separate.</i></p> <p>This is a crosscutting priority</p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• Evidence of learning and changed practice in the member churches involved in capacity development initiatives.</li> <li>• Increased commitment to and support of member churches' and related organizations' programs.</li> </ul>	<p>development.</p>
<p><b>Objective 4-b: The LWF has articulated a clear theological basis for principles and approaches that are fundamental to the identity, life and common work of the communion. (PTS9009 Worship and Congregational Life)</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• Resources are shared with member churches, country programs and selected theological institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Worship services for the Council meeting in June 2014 in Medan, Indonesia, were prepared together with a local worship team. Asian Council members wrote the Bible studies for this.</li> <li>• A modified version of the guidelines which have been developed for the Bible studies were used at the Council meeting.</li> <li>• There has been a continuous active involvement of LWF staff in the worship team at the Ecumenical Center in Geneva.</li> <li>• Planning and preparations for the first meeting of the International Worship Planning Committee (IWPC) for the LWF Assembly 2017 took place.</li> <li>• Liturgical material consistent with the theme of the Assembly was prepared for LWF Sunday. .</li> <li>• DTPW is providing a concept note in collaboration with the Youth Desk in DMD for a youth liturgy for LWF member churches and for the Wittenberg Young Reformers conference in August 2015.</li> </ul>
<p><b>Objective 4-c The LWF has articulated a clear theological basis for principles and approaches that are fundamental to the identity, life and common work of the communion. (90.2007 Self-understanding of the Lutheran Communion)</b></p> <p><i>(This is a new project; not in the LWF COOP 2013-2014)</i></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>- Deepened understanding of the LWF communion and increased ownership of this understanding increases meaningful relationships between the members of the LWF;</li> <li>- Drawing fruitful results of the existing tensions relating to the understanding of the communion and its dimensions among the member churches;</li> <li>- Strengthened spiritual and working relationships among the member churches</li> </ul>	<ul style="list-style-type: none"> <li>• The working group on the "Self-Understanding of the Lutheran Communion", including representatives from seven regions, was established and its first meeting was held.</li> <li>• The report from this meeting was shared with regional leadership meetings and key questions were discussed.</li> <li>• The LWF Council meeting discussed the proposed outline of the study document and the key questions in relation to mutual accountability and autonomy.</li> <li>• The presentations from the working group members have been edited and published as a reader, and are available on the LWF Website.</li> <li>• Input from regional leadership meetings, the LWF Council and the LWF Meeting of Officers was taken into account as the first draft of the study document was being written.</li> </ul>
<p><b>Objective 5: The LWF has contributed to policy and institutional changes that promote justice, peace and</b></p>	<ul style="list-style-type: none"> <li>• The LWF Council issued six well informed statements on matters related to international affairs and human rights.</li> </ul>

<p><b>human rights, with a special emphasis on improving the lives of disempowered and marginalized people (PGS005 International Affairs and Human Rights)</b></p> <p><i>This is a cross cutting priority,</i></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>Well-informed recommendations have been made for LWF public policies, actions, and engagements on international issues of interest.</li> <li>Policy and programmatic decisions of the two Geneva-based High Commissioners (for Refugees and for Human Rights) have been influenced in ways that are responsive to the experiences of LWF member churches and LWF country programs.</li> <li>Well planned and timely contributions have been submitted for consideration in UN and other advocacy forums and hearings.</li> <li>One additional executive staff position has been filled and annual interns have been trained.</li> </ul>	<ul style="list-style-type: none"> <li>There is an enhanced visibility of LWF at the Office for the High Commissioner for Human Rights (OHCHR), UNHCR and the United Nations Framework Convention on Climate Change (UNFCCC) and LWF is usually called upon to lead on issues of freedom of religion or belief, or on faith-based organization involvement in international affairs and human rights.</li> <li>There has been an increase in the number of submissions to the UN and in events organized at the UN.</li> <li>There has been an increase of human resources at the OIAHR.</li> </ul> <p><b>New activity:</b> There has also been enhanced engagement with the UN Universal Periodic Review (UPR) mechanism.</p>
<p><b>Objective 6: The Communion Office, member churches and field programs have improved practices for women’s empowerment and gender justice with policy guidelines to ensure equal participation (PWD004 Gender Justice and Women’s Empowerment Program)</b></p> <p><i>This is a crosscutting priority</i></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>A process to form women theologians’ networks is underway in each region.</li> <li>The conversation on the ordination of women continues, particularly among member churches that do not ordain women.</li> <li>Good practices of ordained women in leadership roles are published and shared across the communion.</li> <li>Participation of two women at the UN CSW session.</li> <li>LWF member churches are acquainted with the content of The LWF gender policy and embark in discernment processes that tackle regional challenges connected to gender justice.</li> <li>The mentorship group defines a methodology to collect stories of women in the ongoing reformation. The women stories start to be gathered in each region:</li> </ul>	<ul style="list-style-type: none"> <li>A regional meeting to form women theologians’ networks was held in Asia (Kuala Lumpur) and in Africa (Johannesburg).</li> <li>The women and gender justice network in LAC held a meeting during the LAC Leadership meeting and ensured the integration of gender justice and women’s empowerment in regional decision-making into the agenda.</li> <li>Strategic conversations on women in the ordained ministry took place in the women’s network meetings in Asia and Africa.</li> <li>A group of women in mentorship started a process to design a methodology to collect stories of women in the ongoing reformation, and stories started to be gathered in each region.</li> <li>A folder with tools to guide the “Women on the Move” process was published.</li> <li>Advocacy training and resources were provided for women from Palestine, Estonia and Zimbabwe to participate at UN platforms, including the Commission on the Status of Women (CSW) in New York and the Geneva NGO Committee on the Status of Women (NGO CSW Geneva) and the Eastern and Central Europe review on Beijing+20 Consultation.</li> <li>The GJP implementation was taken up through women’s networks in Asia (Malaysia) and Africa (South Africa). Regional activities took place in the South Cone and Andean region (in Argentina) and in Central America, where discussions focused on popular reading of the Bible and masculinity; and in the South East Asian Lutheran Communion (SEALUC) through a training workshop for women in leadership; in Europe, regional women’s network meetings discussed appropriate contextualization</li> </ul>

	<p>of the GJP and regional coordinators ensured reporting on the topic at the regional leadership meeting (Rome); member churches also worked to create contextualized reflections on the document (Poland, Colombia).</p> <p><b>New activity</b> related to the GJP: the LWF process is being used as a model by the World Council of Churches (WCC) and IRW as they develop their gender justice policies.</p>
<p><b>Objective 7: The LWF has established dialogue and <i>diapraxis</i> with identified interfaith partners on public space and citizenship in light of the Lutheran Reformation heritage and in view of contemporary challenges in plural societies (<i>reformulated</i>).</b></p> <p><b>Progress indicators:</b></p> <ul style="list-style-type: none"> <li>• New partnerships with Muslim scholars and institutions have been established.</li> <li>• Lutherans with interfaith expertise are identified and brought together in a network.</li> <li>• A strong theological rationale for interreligious cooperation in the area of humanitarian and advocacy work is developed.</li> </ul>	<ul style="list-style-type: none"> <li>• There is a continuing partnership with the Center for Islamic Theology in Münster, Germany, including the joint editing of publications.</li> <li>• The department also is in a partnership with the National Muslim Council of Tanzania (BAKWATA), focusing on a dialogue in Dar-es-Salaam.</li> <li>• Several new contacts have been established with Muslim scholars in the US and Indonesia.</li> <li>• Consultations in Germany, Tanzania and the US have created numerous new contacts with Lutherans but no formal network has yet been formed.</li> <li>• Theological rationale has been provided in presentations in relation to the new partnership with IRW.</li> <li>• There has been participation in a virtual conference on <i>diakonia</i> with a panel of interfaith activists from Nigeria, Tanzania and the US.</li> <li>• Presentations were made on the rationale for partnerships with Muslims for the LWF Council meeting in Indonesia in 2014.</li> </ul>

**C. CROSS CUTTING ISSUES**

DTPW was responsible for taking the lead of three out of four cross cutting priorities (Theological Reflection and Formation; Advocacy and Public Witness and Gender Justice). Even though it was thought that there was clear progress in developing the “cross cutting thinking” within the CO, creating a shared understanding of how these could be structured within the programs in the other two programmatic departments still needed clarification. To facilitate the process, DTPW took an active role in developing a toolkit for structuring the cross cutting priorities into the work plans of different programs.

Regarding the fourth cross-cutting priority (Youth) some of the DTPW programs are paying increasing amount of attention to youth participation. The most advanced of these is the OIAHR, which has been working in close cooperation with the Youth Desk on climate justice and in preparing LWF delegations to the Conference of the Parties (COPs). Most of the programs are paying more attention to youth participation by inviting local theology students to workshops or conferences. Still, some – particularly ecumenical relations – have a lot of room for improvement in terms of involving youth. Generally, however, the awareness within the DTPW staff of the need for this cross cutting priority in the programs has increased during the year.

**D. FACTORS LIMITING PRIORITY ONE PROGRESS**

1. Limited financial resources that would have allowed balancing the administrative support in the department with the growth of programs and activities during the last three years of the existence of the department. The limitations were overcome by adding a 50% finance staff position and sharing the financial responsibility among all the programs.

Program staff needed to take over administrative tasks relating to their respective programs, which is itself a limiting factor.

2. Growing amount of administrative processes requiring increasing amount of staff time. When the department is under-resourced in terms of administrative staff, time to implement programs is limited.
3. **Unexpected occurrences:** Due to internal processes, progress towards planned joint activities between DTPW and DMD was less than anticipated, resulting in DTPW playing a larger role than expected.

#### E. LESSONS LEARNED AND IMPLICATIONS FOR FUTURE WORK

1. In planning, communicating and coordinating cross cutting priorities, more attention needs to be paid to the content (meta-level) as well as the methodology. There was a lack of clarity regarding DWS' and DMD's expectations regarding cross cutting priorities.
2. Participatory processes need time. If a draft or a document is to be shared with the regions, this needs to be done at the very early stage of a study process.
3. More clarity is needed at the CO level around the sharing of responsibilities on inter-departmental funding applications. This should begin at the start of a planning process and focus on the allocation of time and funds, and communication with successful applications. DTPW has a consultative role in various DWS application processes.
4. More attention needs to be paid to the flow of information within the department, both when preparing work plans and throughout the planning process.
5. There is an urgent need to look for coordination of administrative support at the level of the CO. Some of the activities, e.g. travel bookings, should be coordinated.
6. Better coordination is needed on the share of responsibilities in case of major consultations or conferences so that they can be included in the work plans. There is a need for interim staff support to be identified at the beginning of the year.

#### F. OVERALL PRIORITY ONE SUMMARY AND CONCLUSION

1. **Activities:** The vast majority of the activities planned for 2013 and 2014 were implemented. In addition, some new activities were introduced thanks to either the improved financial situation or because of a mandate from the Council (e.g. the self-understanding project). The Assembly planning process was introduced during the spring of 2014 but was not yet in the work plans for that year.
2. Preparations of the Lutheran-Catholic joint liturgical material were a new, non-work plan, activity for the latter part of 2013. Launching the preparations of the ecumenical commemoration of the 500<sup>th</sup> anniversary of the Reformation was a new activity for the department.
3. **Challenges and Risk:** The biggest and gravest risk at the moment is the financial one. The good and strong performance of DTPW was reflected in the strong financial development in 2013 and 2014 but the Swiss National Bank (SNB) decision to scrap its three-year-old peg of 1.20 Swiss francs per Euro changed the situation in a very drastic way.
4. **Conclusions and recommendations**
  - The structure of DTPW linking theology closer with public witness has proved to be a strong one, allowing LWF to clarify and strengthen the theological self-understanding which is the basis of its work and service. Organizationally, however, there are two structures within DTPW, which create challenges: 1.) the two-fold reporting relationship of the Assistant General Secretary for International Affairs to the General Secretary and to the DTPW Director; 2.) the fact that the DTPW programs are reporting to two different Council committees, the Committee for Advocacy and Public Voice (CAPV) and the Committee for Theology and Ecumenical Relations (CTER). Both these situations need to be reconsidered when preparing the new LWF Strategy.
  - Taking the lead in introducing the three cross cutting priorities for other departments has been a surprisingly time-consuming and slow process but it has been worth the trouble. At the end of 2014 one could see both the progress and some of the fruits of the cross cutting thinking in the program planning, implications and resource mobilization.

- More attention needs to be paid to the cross cutting priority of youth participation in those DTPW programs where it does not yet happen.
- The cross cutting nature of interfaith relations and the commemoration of the Reformation anniversary have become clear. The importance of interfaith relations and the need for expertise in this area in all three programmatic departments has increased during the COOP period. Interfaith relations should be considered as one of the cross cutting priorities for the next LWF Strategy.
- Expectations around LWF opening new bilateral dialogues or playing a more active role in multilateral ecumenical organizations have increased but staff resources have actually decreased because of the funding arrangements for DTPW. The organizational relationship between LWF and the Institute for Ecumenical Research in Strasbourg continues to be unclear despite good cooperation in the field of bilateral dialogues. It is clear that LWF needs an ecumenical strategy, which should be linked with the preparation of the next LWF Strategy. The cross cutting nature of ecumenical relations should also be considered when preparing the next LWF Strategy.
- During the COOP period it has become evident that theological study programs have good potential for resource mobilization, particularly if more time is taken in explaining different dimensions and implications of the study processes for the related organizations. The funding potential goes beyond traditional DTPW or even LWF funding partners. Investing time in mapping new funding resources and meeting with potential new partners should continue during the next COOP period. There is, however, a need for a wider LWF resource mobilization strategy.
- Building cooperation with academic institutions has proved to be a fruitful model in terms of developing content or resources.
- The administrative resources in DTPW are clearly not corresponding to the increasing planning and reporting processes and the growing number of programs for which DTPW is responsible. The present situation is too burdensome for the existing administrative staff and is hindering the potential for DTPW programs to perform well.

## II. Priority Two: Member churches growing in capacity for holistic mission and deepening relationships with each other

Implemented primarily by the Department for Mission and Development (DMD)

### A. MAIN ACHIEVEMENTS

1. **Strengthened Communion in the Regions:** The regional expressions in Africa, Asia, Europe and Latin America continued to reveal stronger commitment, collaboration and ownership of the communion by the regions. Member churches in Africa and Asia responded with prayers of solidarity and financial support to emergency situations in the Philippines (typhoon Hagupit) and the Ebola outbreak in West Africa. The member churches in Western Europe and the Nordics have committed to support a project of the Italian Protestant Church Federation – Refuge and Migrant Service that will work on the migrant situation in Italy. The healing and renewal process in the Peruvian Evangelical Lutheran Church (ILEP) was accompanied jointly with strong participation of the Evangelical Lutheran Church in America (ELCA) and the Finnish Evangelical Mission (FELM). Openness in the Central Eastern Europe (CEE) region church leaders' meeting in Wroclaw permitted them to engage in discussions on women's ordination from different standpoints and open new perspectives.
2. **Deepened theological understanding and practice of diakonia:** The virtual conferences on diakonia, which connected 312 church leaders, pastors, volunteers, diaconal workers and other actors, deepened the theological understanding and strengthened the cross-regional experience sharing in *diakonia*; the CDPER program reached 17 member churches and two emerging churches; and progress was made toward increasing the availability of diakonia/development professionals through the approval of 58 new candidates for training support (scholarships). The diaconal process in Europe offers spaces for theological reflection and mutual learning concerning *diakonia*.

The impact assessment of the program on Poverty and the Mission of the Church in Africa affirms very positive achievements and its continued relevance in providing spaces for further collaboration and capacity development among member churches in Africa.

3. **Youth participation and leadership strengthened:** A mapping exercise of LWF member churches has provided a baseline for participation of youth in decision making. Youth leadership training programs in Ghana and Papua New Guinea have influenced immediate policy changes and the implementation of the LWF policy on youth age limits.
4. **Refocused DMD:** The LWF Council meeting in Medan affirmed and approved the new strategic focus for DMD. The review process established three programmatic areas of work: Communion Building, Church Growth and Sustainability, and Capacity for Diakonia. This is a major shift from the six areas developed in 2012. There has also been a significant reduction in the number of member church projects and stronger integration between projects supported and programmatic work implemented by DMD. The new DMD organizational structure is well aligned with the re-focused departmental programmatic areas, creating an improved environment for better communication and performance.
5. **Interdepartmental collaboration and synergies:** Discussions with DTPW on common work and themes has resulted in clarifying the roles and responsibilities between DMD and DTPW for theological education, formation and reflection. DTPW takes over the lead for the Lutheran Theological Education Network (LUTEN) process, which will engage member churches in the renewal of curricula and theological education across the communion. With DWS collaboration was good, especially in areas of disaster preparedness, both in Geneva and among the CPs, especially in Colombia and Myanmar.

**B. PROGRESS TOWARD PRIORITY TWO OBJECTIVES**

Objectives with progress indicators	Results
<p><b>Objective 1: The member churches and related organizations share information, exchange knowledge and collaborate through joint activities as part of regional expressions and other communion networks within and across regions.</b></p> <p><b>Progress indicators:</b></p> <ul style="list-style-type: none"> <li>• Growing connectedness and collaboration among church leaders as part of the communion.</li> <li>• Member churches are more proactive in responding to mutual needs in relationships and accompaniment.</li> <li>• Communication instruments are effective in informing and sustaining communion relationships.</li> </ul>	<p>There is notable progress in achieving this objective. Member churches are strongly connecting and deepening relationships with each other through the regional expressions, whereas cross regional relationships are slowly progressing.</p> <ul style="list-style-type: none"> <li>• The Committee for Mission and Development (CMD) acknowledged the strong role of DMD in building and accompanying relationships among LWF member churches within the regions as well as across regions.</li> <li>• Several churches in Asia and Africa responded positively to the crises in the Philippines and West Africa.</li> <li>• Western European and Nordic churches committed to support the Italian Protestant Church work dealing with the migrants’ crisis in Italy.</li> <li>• Communication and news liaison persons in LWF member churches in Africa, Asia and LAC were trained and the communication network in LAC was launched.</li> <li>• The four member churches in Myanmar are coming together under the umbrella of its federation and national committee to take ownership and leadership of national issues and challenges as they are being accompanied by the Mekong Mission Forum (MMF). In this connection, a network for numerically small and struggling churches was established to accompany member churches in Bangladesh, Nepal and Sri Lanka.</li> </ul>
<p><b>Objective 2: The member churches, theological institutions and networks are strengthened competently to respond to challenges of their context.</b></p> <p><b>Progress indicators:</b></p> <ul style="list-style-type: none"> <li>• Member churches have identified</li> </ul>	<p>Redefinition of roles and responsibilities for theological reflection and formation work within the LWF communion has helped to focus the work and therefore shape the progress towards the achievement of this objective.</p> <ul style="list-style-type: none"> <li>• Following this process DMD has handed over the responsibility of LUTEN to DTPW. Activities related to LUTEN planned for this line of work were therefore partly achieved.</li> </ul>

<p>important issues to pursue jointly toward 2017.</p> <ul style="list-style-type: none"> <li>• Number and diversity of joint actions initiated by the different networks focused on institutional, faculty and human capacity development.</li> <li>• Member churches and seminaries show increased interest and readiness to revise curricula and Christian education materia.</li> </ul>	<ul style="list-style-type: none"> <li>• Several conferences and seminars on Lutheranism, Lutheran identity and theological reflection on sustainability were organized in the different regions of LWF. There is high interest evidenced by the long waiting list for international seminars organized by the LWF Wittenberg Center.</li> <li>• Over the two-year period, 59 candidates from LWF member churches across the globe have joined higher learning institutions; supported through the theological education scholarship fund.</li> <li>• A review of the Strasbourg Institute for Ecumenical Research (IER) was provided by DMD at the request of the IER board and DTPW. It covered issues of governance, institutional sustainability and relationships to LWF.</li> </ul>
<p><b>Objective 3: The member churches have developed a better understanding of and capacity to engage in effective diakonia that embraces local, regional and global standards.</b></p> <p><b>Progress indicators:</b></p> <ul style="list-style-type: none"> <li>• Evidence that diakonia standards and other resources produced by DMD are being used by member churches and seminaries.</li> <li>• Increased participation of diakonia experts and professionals in communities of practice.</li> <li>• Evidence of learning and improved capacity of member churches involved in capacity development.</li> <li>• Number of new and struggling churches in high needs contexts that have initiated and received funds for diaconal projects.</li> </ul>	<p>DMD has a comprehensive set of resources available to guide the diakonia work of member churches; namely the Diakonia in Context Handbook, the PIM Guidelines on Project Planning, Monitoring, Evaluation and Reporting, Guidelines and tools for participatory poverty studies by churches in Africa, and Seeking Conviviality – Reforming Community Diakonia in Europe.</p> <ul style="list-style-type: none"> <li>• Over the two years, DMD organized two virtual conferences on diakonia that provided ample opportunities for cross-contextual learning among the LWF regions, facilitating exchange of diverse ideas and insights for tackling contextual challenges. Some 406 actors took part in the conference in 2013 and, while 312 participated in 2014. Valuable resources are available on the LWF Website for follow-up.</li> <li>• Over 18 months CDPER program representatives from 17 member churches and two emerging churches have been reached and trained and the first draft curriculum was tested in seven sessions. CDPER curriculum has also been applied as the basis for Namibia ACT appeal related trainings. Two of the participating churches trained in 2013 (in Liberia and Madagascar) were involved in ACT funded programs in 2014. The program has helped to identify a variety of capacities within the churches. However, the period has been too short to assess how permanent this capacity is and there needs to be better accompaniment to strengthen the capacity for the component on contingency planning that has proved to be the most difficult to develop and sustain.</li> <li>• Project planning and management trainings in Zimbabwe and Rwanda have had an impact on churches that are struggling. However, the limitations on receiving new projects make it impossible to weigh the full impact of the training.</li> <li>• Some 120 candidates from LWF member churches were approved for diakonia and development training support over the two years, of which 93% have joined relevant higher learning institutions. An impact assessment for this work is planned for 2015.</li> </ul>
<p><b>Objective 4: The member churches work together to develop, promote and implement common standards in good governance and participatory leadership that are theologically grounded and practice oriented.</b></p> <p><b>Progress indicators:</b></p> <ul style="list-style-type: none"> <li>• Increased engagement of member churches in discussions on leadership</li> </ul>	<p>There are reflections around the good governance and participatory leadership at many levels; however, there is still a need to develop commonly agreed governance criteria. Successes in this area are related to investment of funds and human resources, as well as theological reflection linking ecclesiology and sustainability.</p> <ul style="list-style-type: none"> <li>• Over the two years, 193 leaders, theological educators, diaconal workers, women and youth coordinators from 29 member churches were trained in leadership, human resource management, conflict transformation and related topic through the strategic leadership seminars programs. Material</li> </ul>

<p>and governance in regional meetings and conferences.</p> <ul style="list-style-type: none"> <li>• Draft standards of good practice, with supporting case studies and tools completed by early 2014.</li> <li>• Number of churches using the standards to improve practices.</li> <li>• Case studies evidencing improved practice as a result of these standards.</li> <li>• Number of youth leadership development activities in member churches.</li> </ul>	<p>has been gathered to outline key issues that need addressing to formulate good governance criteria.</p> <ul style="list-style-type: none"> <li>• Youth participation has emerged as one of the streams leading the discourse on good governance and participatory leadership. At the 2014 LWF Council in Medan, a session on youth participation and leadership was led by young councillors and advisors.</li> <li>• The accompaniment given to the Evangelical Lutheran Church in Congo (EELCO) by the neighboring church in Tanzania was a demonstration of the new models of South-to-South peer support around issues of governance and leadership.</li> <li>• Some 29 member churches in Africa, Asia and LAC, which participated in eight Strategic Leadership Workshops during 2013-2014, have reaffirmed the relevance of the Human and Institutional Capacity Development (HICD) frameworks and drawn action plans for improving their HR management and policies accordingly. A good example of follow-up is in the Lutheran Church of Christ in Nigeria (LCCN), which organized further workshops focusing on Servant Leadership (II Cor. 3:17-18), Basic Concepts of Servant hood and Leadership, Spiritual Practices Sustaining Servant Leadership, and Stewardship and Accountability.</li> </ul>
<p><b>Objective 5: The member churches are engaged in advocacy for justice and human rights with ecumenical partners, civil society actors and the participation of marginalized and vulnerable people.</b></p> <p><b>Progress indicators:</b></p> <ul style="list-style-type: none"> <li>• Number of regional and cross-regional advocacy activities (campaigns, training, solidarity visits and pastoral letters).</li> <li>• Evidence of member churches being more proactive in ecumenical advocacy initiatives and joint action with civil society.</li> <li>• Number of member churches demonstrating greater participation of marginalized and vulnerable people in the planning and implementation of advocacy initiatives.</li> </ul>	<p>Though a lot of work is done on advocacy and human rights, DMD needs a system that draws or collects and analyses data from the different member churches in a manner that builds evidence on how well DMD progressed toward achieving its objective.</p> <ul style="list-style-type: none"> <li>• The impact assessment of the program on Poverty and the Mission of the Church in Africa showed that a small diaconal pilot project started in Matsimbe, Malawi, has not only brought clean, safe water to 13 villages, but is also transforming the perception of children’s rights, food security, environmental care, women’s empowerment and leadership in that community.</li> <li>• There has been strong support for the climate justice agenda through the continued presence and participation of the LWF delegations to the COP of the UNFCCC and the leaders’ climate summit in New York.</li> <li>• The department facilitated active participation in the interfaith campaign “Fast for the Climate”. LWF church leaders and youth were empowered and are increasingly taking up the commitment to engage on climate change issues.</li> <li>• Individual members of the European diaconal process resource group work for reception and inclusion of the concept of “conviviality” in their local and national church contexts. A second three-year phase of the process was started, deepening the notion of conviviality and illustrating its contribution to the Reformation anniversary.</li> <li>• In Asia, translating the SAVE Toolkit into local languages makes resources on prevention of HIV available to vulnerable people.</li> </ul>
<p><b>Objective 6: The member churches and their related organizations increasingly practice the LWF principles of inclusiveness ensuring fair and equal</b></p>	<ul style="list-style-type: none"> <li>• E-material on gender analysis in project work was produced and is being used to train project holders on how to integrate gender issues into their work. Gender perspectives in project work are a standard topic covered in all project management workshops carried out by Project Implementation</li> </ul>

<p><b>participation of women, men and youth at all levels of decision making.</b></p> <p><b>Progress indicators:</b></p> <ul style="list-style-type: none"> <li>• Delegations from all LWF regions to LWF meetings and events reflect an improvement in gender, generational and clergy/laity balance.</li> <li>• Member church projects demonstrate improved integration of gender issues in their work.</li> <li>• Twenty member churches have included more young people in their decision-making structures.</li> </ul>	<p>and Monitoring desk.</p> <ul style="list-style-type: none"> <li>• An intergenerational toolkit was launched during the Council meeting in Medan.</li> <li>• Some 80 member churches responded to the mapping of youth participation exercise, which indicates there is a solid basis for enhancing youth participation in member churches.</li> <li>• 12 women in leadership were supported for relevant training needs to enhance their leadership skills.</li> <li>• After decisions from the 2012 European Church Leadership consultation, Women in Church and Society (WICAS) coordinators have been part of the participation structure of all yearly European regional meetings.</li> </ul>
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**C. CROSS CUTTING ISSUES**

During the 2013-2014 COOP, DMD defined three cross cutting objectives (Obj 2, 5 and 6) that address the four themes. Detailed analysis and lessons learned in relation to the LWF Strategy cross cutting themes is therefore included in the above analysis.

**D. FACTORS LIMITING PRIORITY TWO PROGRESS**

- Progress indicators were not revised when activities were reduced or changed. This limits their appropriateness for monitoring and measuring program viability. A good example is Objective 4, where there was a total shift in focus and several activities that were not pursued.
- The DMD review process and task group on resource sharing were human resource intensive and therefore staff had to divert a great deal of programmatic time in order to participate or take up new tasks delegated in relation to these two processes.
- The Ebola outbreak in West Africa created new opportunities for DMD to engage with churches in that region and encourage the entire region to stand in solidarity with affected member churches. However, this also created extra workload for staff that were already overstretched.
- Denial of visas and the political situations in some countries meant staff could not travel to carry out tasks as planned. A workshop planned in West Africa had to be cancelled.
- Guidelines for LUTEN were developed and approved by the LWF Council in 2013. Due to internal processes and a redefining of roles and responsibilities between DMD and DTPW, LUTEN has now been moved to DTPW and discussions will continue.

**E. LESSONS LEARNED AND IMPLICATIONS FOR FUTURE WORK**

- Systematic interdepartmental planning and continued reflection of our common work will improve its effectiveness and efficiency. This needs to be intentional and part of our planning and implementation culture.
- In order to further strengthen youth participation, there should be strategic planning around including young delegates in the church leadership consultations in 2015, and around the inclusion of young reformers in program activities.
- We continue to enhance collaboration between DMD units in planning and implementation of capacity development processes. For instance, the joint workshop of HICD and PMER in Rwanda provided deeper insights into the collaboration between church leadership and project management.
- We need to build on the sense that we are growing together in and among the regions, and give enough space for sharing and discussing our own issues and concerns in functional and cross regional groups.

- Visits to local diaconal and community oriented projects continue to have enriched our work. The experience of interacting practice and theory will be continued in 2015.

#### F. OVERALL PRIORITY TWO SUMMARY AND CONCLUSION

The year 2014 was largely focused on the internal review process, the so-called **DMD Review Process** and consultations with key stakeholders through the work of the **Task Force on Sharing of Resources** in the LWF communion of churches. The work of the task force was commissioned by the LWF Council in 2013 with the aim of researching the underlying causes for the downtrend in funding for the department, and it involved members of the Committee for Mission and Development (CMD). The DMD review was a staff-led process initiated in January in order to address challenges and problems identified after careful assessments of the department throughout 2013.

Through the review process DMD focused its work significantly, realized the need to increasingly work in a collaborative manner and improve communication internally and with other departments. Discussions with DTPW on common themes and work have resulted in a clearer understanding and redefinition of the divisions of labor on theological reflection and formation. Collaboration with DWS is frequent in areas of common concern and in the common program on Disaster Preparedness. As part of the review process, the DMD project work has been envisioned anew, introducing fresh approaches with clearer selection criteria and guidance for integration of projects and programs. From the study done by the task group, DMD learned that several related organizations consider LWF as an important strategic partner. Additionally, a Communion Solidarity Fund proposed by the task group was approved by the LWF Council. The DMD's new programmatic directions were also approved by the LWF Council in Medan and its new organization structure by the Meeting of Officers in November.

Keeping day-to-day operations going while simultaneously trying to engage in these two resource-intensive processes that had very tight timelines was not easy. However, despite the financial constraints and equally important competing priorities of restructuring, DMD accomplished most of its plans.

Despite constraints in funding, changes in the programmatic structures and challenges in securing permanent leadership for the department, DMD is proud of its achievements and performance over the two years (2013-2014). We have managed to encourage very strong relationships, mutual support mechanisms, and joint actions in the different regions and have been able to take up new acute challenges requested by member churches and find new ways of implementing programs together with the member churches. We professionally accompanied and supported 104 member church projects, investing a total amount of 3.3 million Euros for this area of work. We kept good and regular contacts with the related organizations and developed collaborative efforts, such as seconding staff to encourage different ways of engagement and support.

In 2015 and within the scope of the renewed programmatic focus, DMD will intentionally strengthen teamwork, ensure quality and development of program work closely linked to project work in the respective areas, and strengthen interdepartmental synergies.

### III. Priority Three: Effective and empowering diakonia addressing human suffering, injustice and emergencies

Implemented primarily by the Department for World Service (DWS)

#### A. MAIN ACHIEVEMENTS

1. DWS launched a new emergency operation in northern Iraq, solidified the operation in CAR and transformed the emergency operation in Jordan into a full-fledged CP with a new Director from beginning of 2015. The CP in Jordan hosted the Annual Global Meeting of the Country Representatives and the Associate Program Directors and provided interesting insights into its field work.

LWF Jordan has stretched its capacity to the maximum by now also serving as a base to start new emergency operations in northern Iraq, seconding quick staff to do so. The two emergency operations have received considerable attention and funding through member churches and related agencies. The ACT appeal system continues to function and allows member churches to contribute to emergencies through LWF with a minimum of bureaucracy.

2. Overall, despite increasing insecurity in the countries where DWS works, the CPs programs have been steady and have mostly succeeded in increasing funding. The increase of multi-year funding from different sources, in particular, helps offset the shrinking of the “classical” funding model conducted through the related agencies. This stabilizes the CPs in their planning and makes them more attractive partners in the UN system. The CPs have reached out to more people in need. This has been true, especially in East Africa and in the Horn of Africa. Our programs in South Sudan, Uganda, Ethiopia and Kenya have made tremendous efforts to respond to the protracted and violent crisis in South Sudan.
3. Some of the increasing challenges DWS faces are found in the many requirements called for around quality and in the increasing demand for evidence on how the requirements are to be fulfilled. One recurrent request is for the systematic application and explicit documentation of a Rights-Based Approach (RBA). DWS was successful in developing two types of projects that have received new funding. The first pilots will start in Mozambique and Angola in 2015 and a regional project for the Horn of Africa has good chance of being funded as well. These project types were developed following intensive dialogue during the Global Management Team Meeting in November 2013, and later on within the LWF CO and the related agencies, mainly with Bread for the World and the Church of Sweden. Another achievement of DWS is the approval of the new Child Protection Policy that is in the process of being rolled out in 2015.
4. DWS has worked since 2013 on its revision of the PMER system. This has included requests from the CPs for different templates, country-level global indicators and the search for a web-based support system. While new templates have been introduced step-by-step, the test launch for the Newdea web-based system took place in LWF Myanmar and Central America. The new system will require more training and capacity building in all aspects of DWS work and will also lead to an increasing role for the Geneva office, at least during the roll out process in 2015 and 2016.
5. The collaboration with the OCS has improved and resulted in many CP websites, some of which still in the process of being launched.

**B. PROGRESS TOWARD PRIORITY THREE OBJECTIVES**

Objectives with Indicators	Results
<p><b>Objective 1: DWS has improved its response to emergencies and in situations involving refugees, internally displaced people and forced migration. (SO1 DWS 2013-18)</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• Evidence of timely and effective response to large-scale emergencies.</li> <li>• 2 million Refugees/IDPs and disaster affected persons assisted.</li> <li>• All country programs with refugee/IDP projects have partnerships with UNHCR.</li> <li>• LWF is among UNHCR's five largest implementing partners based on turnover.</li> </ul>	<p><b>Results</b></p> <p>See main achievements above</p>
<p><b>Objective 2: The LWF member churches and country programs are increasingly involved in coordinated emergency preparedness and response and other activities relevant to their context (relates</b></p>	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• Northern Iraq is a good example of how DWS was able to work more closely with a faith-based partner when opening an emergency operation. In CAR, DWS continues to have good relations with the local</li> </ul>

<p><b>to SO1 DWS 2013-18)</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• Evidence of more churches and country programs working together in response to national emergencies</li> <li>• The number of member churches involved in national ACT forums.</li> <li>• Increased quality of engagement by country programs and member churches jointly participating in ACT forums.</li> </ul>	<p>member church and DWS/DMD helped to strengthen the capacity in responding to the emergency. In the start-up phase in Cameroon, the local member church and ELCA, as a related agency present in the field, helped the hub staff in analysing the context and supported DWS in terms of logistics.</p> <ul style="list-style-type: none"> <li>• This indicator is not directly influenced by LWF work and was not followed up in 2014.</li> <li>• DWS CPs have played an important role in the national ACT Forum and send senior staff to the meeting, or by taking up the role of convener where needed.</li> </ul>
<p><b>Objective 3: The LWF’s global humanitarian and development program reaches more communities through growth in countries and regions that are highly vulnerable and poorly supported by programs and resources (relates to SO 2 and OO3 DWS 2013-18)</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• Increased resources for programs and emergency response</li> <li>• Five per cent increase in overall program funding.</li> <li>• Growth of existing country programs that are underfunded and in areas of high vulnerability and need.</li> <li>• Establish two new interventions or programs over two years</li> </ul>	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• The global humanitarian and development program has been successfully mobilized, mainly in emergency response, but lately also through the Europe Aid Grant for Myanmar. Diakonie Katastrophenhilfe (DKH)/German Ministry for Development Cooperation (BMZ) projects became bigger and had their funding extended over two years.</li> <li>• DWS was successful in fundraising for new development/advocacy related projects from Bread for the World (BftW). Mozambique and Angola could receive an increase in funding due to the extra funds available from BftW for the Universal Periodic Review (UPR) and the flagship approach. For Angola, explorations are underway to determine how the CP might merge with the Norwegian Church Aid (NCA) CP to create a new joint structure.</li> <li>• The trend has been positive in terms of increasing resources to be available to fund programs and emergency responses. A final confirmation of this should come after the audit is done. However, it is important to note that funding from related agencies is becoming less reliable.</li> <li>• DWS globally has exceeded the target of 5 % growth in the last two years, but there are high variations between CPs and ups and downs in funding of CPs within the last two years. After a period of growth, DWS sees a need to stabilize and increase the administrative capacities needed to continue delivering high quality results.</li> <li>• However, underfunded programs in general were less successful in raising more funds (i.e. Haiti, DRC, Mauretania and Central America).</li> <li>• DWS has started five emergency operations during the last two years: Northern Iraq and Cameroon in 2014, and CAR, Philippines and Namibia in 2013.</li> </ul>
<p><b>Objective 4: LWF country programs have fully applied the integrated, rights-based and empowerment approach and achieve program quality consistent with international standards and best practices. (relates to SO 1, 2 &amp; 3 and OO 1 DWS 2013-18)</b></p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• The action plan to improve the RBA has resulted in the development of new project types and a systematic inclusion of the UPR process in the work of DWS at all levels. Direct fundraising by DWS Geneva was successful and will continue in 2015. More staff capacity has been built into the project budget that will allow it to increase the work done at Geneva, and build capacity in the CPs. Concept paper/guidelines will be</li> </ul>

<p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• RBA standards and tools are being used in all country programs.</li> <li>• Evidence that RBA principles are embedded in practice and consistently applied within and across country programs.</li> <li>• CP carried out projects to the value of € 60 million annually, improving the lives of 1.2 million people in the thematic areas.</li> <li>• Monitoring and evaluation reports provide evidence of positive impact resulting from projects and programs.</li> <li>• Evidence of improved capacities in programs receiving training in linking relief, rehabilitation and development (LRRD) and climate change adaptation activities.</li> </ul>	<p>based on the in-field experiences. Geneva has increased the dialogue with related agencies on its understanding of RBA.</p> <ul style="list-style-type: none"> <li>• RBA standards are not yet used in all CPs but some examples of good practice have emerged, in Myanmar, Central America, and in Colombia. In addition, there are new integrated projects in Mozambique, Angola, and a regional project on UPR for the Horn of Africa. An exercise on RBA during the Global Meeting with Country Representatives increased the interest around RBA and illustrated the knowledge of the CPs.</li> <li>• DWS has over achieved the target: <b>Income for projects of CPs of approximately 98 million EUR in 2014.</b></li> <li>• Evaluation reports show mixed results. For Mauritania, Uganda, and Burundi, there has been good feedback on the impact made at the grassroots level. Often, however, CPs have been missing a visible link at the national level and clear linkages to platforms or civil society actors. There has been very good feedback on our humanitarian work. The quality of our monitoring reports has increased but improvement is needed in reporting so that it is more systematic in terms of outcomes and impacts.</li> <li>• Examples of the improved capacity of programs receiving training in linking relief and climate change were found in Nepal's Climate Field Schools; Central America's new concept notes for climate change adaptation, developed with ACT; Laos': Project Document themes; Colombia's new Country Strategy, which will include Linking Relief, Rehabilitation and Development (LRRD) more explicitly. However, DWS no longer has global funds available for capacity building. It is done more in the regions by related agencies.</li> </ul>
<p><b>Objective 5: The global diaconal work has strategic and effective relations with related organizations, implementing and funding partners and ACT Alliance (relates to SPF 4 and OO 1, 2 and 3 DWS 2013-18).</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• Increase in the number of local implementing partners.</li> <li>• LWF has developed/renewed specific modalities of cooperation with eight related agencies.</li> <li>• Cooperation agreements with ECHO and USAID/BPRM increase levels of funding.</li> <li>• All country and associate programs are actively engaged in ACT forums.</li> </ul>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• This has not been followed as an indicator because in some CPs we have revisited the partnerships and reduced the number of Implementing Partners (IP).</li> <li>• There is a need to look into the rationale and see in which CPs and sectors we could enhance the partnerships with local NGOs or grassroots partners. The push from the related agencies is sometimes too much and not always adapted to the country strategy.</li> <li>• The Program Cooperation Frame Agreement (PCFA) implementation remains a challenge. More and more bilateral agreements with related agencies are overruling PCFA. Some experiences show that they don't keep their commitments, for example, when changing policies or moving out of a country. DWS has developed two bilateral MoUs with DCA and NCA.</li> <li>• In addition, we have achieved a European Council for Humanitarian Organizations (ECHO) and four U.S. Bureau of Population, Refugees and Population (BPRM) funding agreements.</li> <li>• The engagement level is high. It is the duty of Country Senior Management to attend meetings and, where needed, to convene the ACT Forum.</li> </ul>
<p><b>Objective 6: Country program management teams are working together for effective program impact, accountability, visibility and financial sustainability, supported by</b></p>	<p><b>Results:</b></p> <ul style="list-style-type: none"> <li>• The idea of management teams working together is generally accepted.</li> <li>• The management review tool was tested and needs to be finalized in</li> </ul>

<p><b>the communion office (relates to OO1, 2, 3, 4 &amp; 5 DWS 2013-18).</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• All country programs have proactive and well performing management teams.</li> <li>• All country programs demonstrate financial viability.</li> <li>• Number of country programs and staff having access to training in identified priorities.</li> <li>• Evidence of training knowledge being applied to enhance delivery on commitments in the DWS Accountability Framework.</li> </ul>	<p>2015. The new web-based system will support a dashboard function for management.</p> <ul style="list-style-type: none"> <li>• This has not yet been achieved. Volatility is one key feature of DWS work and structure. Nepal has nationalized its leadership and this experience will be monitored closely. Angola will join with NCA seeking for a joint management model that needs to be developed. For other CPs, DWS needs to look at all options.</li> <li>• We have not been informed. There is a lack of analysis of the training needs based on the Conversation for Staff Development and Performance Review (CSDPR ) from Human Resources Office (HRO)</li> <li>• There is no oversight yet since the regional accountability officer left in February 2014. There is good evidence of the use of applied knowledge in complaints handling. Information Plans and Contextualized Accountability Frameworks have been developed by all CPs.</li> </ul>
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**C. CROSS CUTTING ISSUES**

1. Collaboration on advocacy related issues mainly with regard to the Universal Periodic Review Mechanism and on land tenure issues have been very fruitful.
2. Interfaith collaboration with Islamic organizations started as an initiative from the department and was successfully integrated in the CO. In the MoU signed with IRW in 2014 the fields of closer collaboration were specified. In the resulting work plan with IRW there are different focal points within LWF for different activities that are coordinated by DWS. This intensive process has shown to secular stakeholders another of the values added by working with a faith-based organization involved in humanitarian action such as LWF.
3. The LWF GJP has been integrated in all new and updated guidelines and policy documents. CPs cooperate closely with the women’s desk in sending qualified women to conferences and events, producing joint proposals or contributing to research and articles. This work will be pursued by DWS’s new focal person for gender justice in 2015.
4. The introduction and integration of youth members in the work of the Committee for World Service (CWS) was appreciated and has become an integral part of our governance structure.
5. Collaboration with DMD was fruitful in areas of disaster preparedness both in Geneva and in CPs, especially in Colombia and Myanmar.

**D. FACTORS LIMITING PRIORITY THREE PROGRESS**

1. The staff turnover in the Geneva office, gaps in replacements of positions, the uncertainty in the leadership and the prolonged transition period were major challenges for the team. The commitment and high motivation of the staff as well as new and clearer responsibilities for them have contributed to the achievement of the major objectives. Where needed, priorities were redefined to adjust to the current staff capacities. Thus, longer term revision and implementation processes of policies, guidelines and tools were re-prioritized, redefined and, when needed, postponed to 2015. This mainly affected the Management Review Guidelines, the 10 non-negotiable points, the RBA guidelines, the Memorandum of Association with Associate Programs, and the roll out of the Child Protection Policy.
2. Two outside challenges have required the particular attention of DWS:
  - a. The observed erosion of “mutuality in practice” with some of the related agencies: competition with related agencies, pressure on demonstrating constantly the value added of the collaboration and more and more detailed requirements of compliance. New ways of collaboration have been tested with mixed results and have required a great deal of conflict resolution with all stakeholders involved. Initiatives such as the merging of offices, which happened with NCA in Angola, and the general partnership agreement between DCA have been positive experiences and may show the way forward in terms of future collaboration.

- b. The future of the ACT Alliance has created uncertainty around an essential element of the LWF collaboration model and requires attention and extra engagement at all levels (governance, working groups, community of practices, etc.) to assist in developing feasible ways forward, especially with regard to emergency response and accountability.
3. Modalities of cooperation between OCS, the CPs and the Geneva office needed some time to be developed. The specific character of sudden onset emergencies challenges the planning of OCS and of pre-defined outputs and requires flexibility of all stakeholders involved.
4. Unexpected occurrences:
  - a. The startup in CAR has required more resources as anticipated. Changes in the in-country team and additional resources and commitment of the Geneva based staff helped to overcome the start-up problems.
  - b. The handling of complaints has produced an unexpected amount of work and DWS Geneva needs to work on how to handle the workload better.

## E. LESSONS LEARNED AND IMPLICATIONS FOR FUTURE WORK

1. In order to increase our collaboration with UNHCR, LWF needs to have ongoing operations in the field, show good performance and have a track record in the zones of intervention. Additionally, LWF needs to develop a policy and procedure to deal with other humanitarian stakeholders to leverage funding for UNCHR interventions.
2. Recent experience with starting emergency operations and CPs reminded us to be more intentional, invest meaningfully in staff and resources and to follow up the start-up closely from Geneva. A short paper to summarize the criteria will be developed in 2015. Additionally, the Regional Emergency Hub concept and profile will be sharpened further. Experiences have shown the need for more technical expertise in the Hubs. The question of technical expertise will be discussed once more in the context of regional offices/decentralized structures.
3. Our experience in conversing on RBAs with related agencies and other stakeholders has shown us the importance of developing a position paper on how DWS sees and interacts with civil society. We need to state more explicitly where DWS stands and what it means by RBA.
4. ACT Forums and how they work vary greatly in the regions. In general, LWF wants to strengthen the national ACT Forum in emergency planning, and needs to develop coordinating mechanisms where ACT Forums are less active or too weak. With the decentralization of the ACT Secretariat, LWF in Geneva needs to follow up the development of ACT with its CPs and Associate Programs so they are able to engage with this new level of structure.
5. Experiences from dealing with the increase in global grants management have shown that LWF needs to improve its way of carrying out needs assessment for different types of donors and develop more detailed and robust monitoring plans. This will be done in close cooperation with the PMER review process.
6. The procurement plans produced by CPs have improved and the Procurement Manual is available in four languages. However, due to staff turnover and the complexity of the matter, training needs to be continued. Tests of e-learning tools lately have produced good feedback and e-learning will be continued in 2015.
7. Ethical funding guidelines need to be developed to guide our expansion policy for institutional funding.
8. New issues have come related to the rolling out of the accountability framework: for example, what to do after bigger investigations (legal and ethical questions about consequences for individuals, for whistleblowers, and for organizations), what can DWS do to prevent complaints; the complaints system is being used more and more by staff and companies who are now more aware of the complaints mechanism, but we are not sure if the same is happening at the community level.
9. Changes in the Humanitarian Accountability System, especially with regard to intended changes in the Certification System and Procedures, have produced an extra workload without visible benefits for the CPs or improved practice. In 2015 DWS needs to position itself on the re-certification and decide which re-certification scheme DWS will follow. The experiences have shown that joining hands with certified ACT members could create synergies and leverage. In

2015, LWF will explore possibilities for group certification under the umbrella of the ACT secretariat as well as closer collaboration with certified ACT members for training and roll out of the new Core Humanitarian Standard.

10. Improving the collaboration in the CO with regard to risk taking and risk management in order to move and develop the LWF institutionally and financially is important.

## F. OVERALL PRIORITY THREE SUMMARY AND CONCLUSION

The decision of DWS to concentrate on early, effective response to humanitarian crises was the correct one as DWS has been able to show and build on its unique capacity to work with grassroots populations in all situations. The Global Funding Unit has provided additional capacity to the department to access new funding to further consolidate and strengthen our response.

## IV. Organizational sustainability and Effectiveness

Implemented by the Department for Planning and Operations (DPO)

### A. MAIN ACHIEVEMENTS

1. The planning framework and system have brought about more comprehensive and intentional ways to synergize, collaborate and integrate the common work and direction of the CO.
2. Our communications produced high quality, timely news flow, including translations. In 2014, LWIs and 83 blogs were published in English and 209 LWIs were published in German.
3. A more integrated and efficient financial management and control system is now in place. Income, funding and financial performance is better coordinated, monitored and reported.
4. Human Resource policies and guidelines have been updated and aligned to current practice and Swiss legal requirements.
5. Relations with related organizations and funding partners have improved and there has been continuous strong support and solidarity around LWF programs.

### B. PROGRESS TOWARD ORGANIZATIONAL PRIORITY

Objectives and Progress Indicators	Results
<p><b>Communications</b></p> <p><b>Objective 1: The communication strategy guides all communion office communication and ensures a coordinated achievement in internal and external communication across the LWF.</b></p> <p>Progress Indicators:</p> <ul style="list-style-type: none"> <li>• Country program and regional expression websites function within the LWF web framework</li> <li>• The LWF intra- and extranet is fundraised for and first phases have been implemented</li> <li>• Communication “communities of practice” are set-up and enhances LWF communication</li> <li>• Better communication infrastructure and capacity in the communion office enhances LWF communication</li> </ul> <p><b>Objective 2: A re-designed corporate identity is being used to express visually the LWF vision and mission.</b></p>	<ul style="list-style-type: none"> <li>• In 2014 the first sub-site using the newly developed sub-site template was created. Over the course of 2014, all World Service CP sub-sites were initiated as were regional sites for Asia and Africa. The LAC sub-site was finalized and launched as was the Global Young Reformers sub-site. A first edition of the German LWF site was also launched.</li> <li>• In January 2014, the draft crisis communication handbook was shared in the team. Finalization and implementation awaits development of an overall crisis plan in the OCS.</li> <li>• In addition, the OCS has offered a comprehensive service to colleagues throughout the year, assisting with translations, editing, messages, communication training, publications and annual reports.</li> </ul>

<p>Progress Indicator:</p> <ul style="list-style-type: none"> <li>The new logo has been chosen and the design guide developed</li> </ul> <p><b>Objective 3: The Communion Office – including regional expressions – is using new media and new communication tools strategically.</b></p> <p>Progress Indicators:</p> <ul style="list-style-type: none"> <li>Planned “spearheading” events have been successfully held and learning from the events feed into future planning</li> <li>Resource Space is up and running</li> </ul> <p><b>Objective 4: LWF staff training in communication processes, including new forms of media, is ensuring the coordinated implementation of the communication strategy.</b></p> <p>Progress Indicators:</p> <ul style="list-style-type: none"> <li>All staff has undergone media awareness training</li> <li>Guidelines are up-dated and made known to all staff</li> </ul>	<ul style="list-style-type: none"> <li>In 2014, sub-brands for regional expressions and global programs were developed and visual identity guidelines produced and published.</li> <li>In 2014, the Council adopted the 2017 logo to be used for the 2017 Assembly and the Reformation anniversary. Visual identity guidelines have been developed and are being translated.</li> <li>In 2014, the OCS supported the visibility of the virtual conference.</li> <li>An assessment of how social media is being used in the LWF is being undertaken, a new global Facebook page is being supported and a social media plan is in preparation.</li> <li>The LWF Image Library on ResourceSpace is up and running.</li> </ul>
<p><b>Financial sustainability</b></p> <p><b>Objective 1: Future financial sustainability is underpinned by a planned and coordinated approach to fund raising that result in increased income to support programs.</b></p> <p>Progress Indicators:</p> <ul style="list-style-type: none"> <li>More resources are generated for the different departments.</li> <li>Success in establishing new sources of funding.</li> </ul> <p><b>Objective 2: Member churches contribute their full fair share of membership fees.</b></p> <p>Progress Indicators:</p> <ul style="list-style-type: none"> <li>Increase in the number of member churches paying fees.</li> <li>Increase income from membership fees and other church contributions.</li> </ul> <p><b>Objective 3: The communion office demonstrates responsible stewardship and accountability for the resources entrusted to it.</b></p> <p>Progress Indicators:</p> <ul style="list-style-type: none"> <li>Total compliance with reporting and accountability requirements of all funders.</li> <li>Funding partners highly satisfied with the quality of financial stewardship and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>New funding sources are being sought and better analysis and plans contributing to the fundraising strategy are continuously being developed.</li> <li>An internal cross department team has been created to improve collaboration on fundraising across the CO.</li> <li>The LWF treasury funds and currency exchanges are well managed and investment income has increased.</li> <li>Membership income has increases and the number of churches giving has grown.</li> <li>There have also been healthy discussions with the leadership of some larger churches with regards to their financial support of the CO.</li> <li>LWF continues to demonstrate good compliance around accountability and contractual requirements with all its funders.</li> <li>PCFA reporting has been based on agreements and submitted within the appropriate timeframe.</li> <li>The Working Together meetings took place in 2014, affirming the continuation of the PCFA with a number of the supporting partners and related organizations.</li> </ul>

<p><b>Human resources</b></p> <p><b>Objective 1: Implementation of the human resource strategy is delivering: Planned staff development, efficient processes and procedures, a motivational and inclusive work culture, a service oriented Human Resources Office for the communion office and country programs.</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• Reduction of hiring process times in year one, with an increase in the reduction in year two</li> <li>• Increased access to planned staff development relevant to different positions.</li> <li>• Full implementation of a personal development plan in the staff performance system.</li> <li>• Increased staff satisfaction with HR systems and processes.</li> </ul> <p><b>Objective 2: The LWF makes progress toward achieving its gender equality targets, including an improved gender balance at executive and administrative levels.</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• Complete benchmarking assessments with two sister organizations</li> <li>• Evidence of proactive management to achieve gender equality at all levels based on LWF targets</li> <li>• Progress toward gender equity at all levels based on LWF targets</li> </ul>	<ul style="list-style-type: none"> <li>• HR recruitment processes are now smoother, shorter and more efficient, and have the ability to respond to high demands.</li> <li>• An improved version of the staff appraisal process is being used.</li> <li>• LWF Personnel Policies were updated and approved.</li> <li>• Improvements have been made in terms of compliance and alignment with Swiss law.</li> <li>• New Pension Fund rules were adopted.</li> <li>• The final transfer of the Staff Pension Fund management to the Abendrot Foundation was completed.</li> <li>• New pension plans have been approved together with the Staff Pension Committee.</li> </ul>
<p><b>Communion Office development and governance support</b></p> <p><b>Objective 1: Communion Office systems and processes are continuously improved and integrated to achieve efficiency and effectiveness, collaboration and accountability.</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• Systems enhancement implemented in a planned way</li> <li>• Evidence of growing efficiency and staff satisfaction with the systems</li> <li>• Reporting and accountability requirements at different levels are met to a high standard</li> </ul> <p><b>Objective 2: The communion office maintains effective relationships with its key partners in a spirit of mutual cooperation, shared commitment and clearly differentiated roles.</b></p> <p><b>Progress Indicators:</b></p> <ul style="list-style-type: none"> <li>• The LWF Strategic Relationships Framework shared with the Council</li> <li>• Increased involvement and joint efforts with related organizations</li> <li>• Implementation of the PCFA</li> </ul>	<ul style="list-style-type: none"> <li>• The program planning framework has been implemented, work plans were delivered based on the COOP and results and progress against indicators was reported.</li> <li>• Archiving has become a regular feature for staff induction. LWF was able to better serve churches doing research with the improved archive system, the new ScopeArchiv data base and the updated index of resolutions.</li> <li>• Administrative guidelines have been updated and improved.</li> <li>• The new 2015-2016 COOP was developed.</li> <li>• LWF meets regularly with its related agencies through Working Together meetings and bilateral arrangements.</li> <li>• There has been regular and timely communication with the Council and strong relations with governance generally.</li> <li>• The Assembly office has been set up to launch preparations for the 2017 Assembly.</li> </ul>

**C. FACTORS LIMITING PRIORITY PROGRESS**

1. With the new SAGE accounting system introduced, some delay was experienced given the need to train staff on the new system.
2. The development of the intranet and improvement of the IT system were delayed.
3. The fundraising strategy was delayed.
4. There is still a need for greater sharing between departments in relation to fundraising and engagement with our common funding partners.
5. Exposure to foreign currency exchange has posed a risk.
6. There was an unusually high turnover of staff that included a number of long serving and committed employees retiring. There is a need to systematically capture institutional knowledge and memory.

**D. LESSONS LEARNED AND IMPLICATIONS FOR FUTURE WORK**

1. New tools and platforms helped the communication unit work better together. We will see how the various tools can be adopted to other areas of work.
2. The LWF Backstage Pass trip to Nepal was successful. Funds were raised and more importantly, awareness of the LWF and its programs was highlighted beyond its usual constituency. This activity could be replicated in other programs and in member churches.
3. Regular communication and better coordination is key to the smooth running of the financial services for the organization.
4. There is still a need to find the balance between maintaining, developing and nurturing existing relations by exploring new partners and income models.
5. Changing policies of funding partners related to the support of LWF programs has challenged LWF to have an improved and more dynamic engagement with partners.
6. Cooperation is key in the DPO's work as a service provider. Agreeing on a list of outcomes with each department in the beginning of the year is very helpful. This would assist coordination meetings in making efficient use of time and resources.

**E. OVERALL ORGANIZATIONAL MANAGEMENT CONCLUSION**

Generally, the DPO objectives set for the year have been achieved with the output based on work plans maintaining a high level of quality. There has been increasing demand on the various communications, financial, human resource, and fundraising services. It is important that DPO is able to develop and keep offering quality supportive services. DPO will need to continue to improve its efficiency, find ways to better deliver and manage the various services that support the overall programs of LWF, and implement the plans in the 2015-2016 COOP.

**V. CONCLUDING SUMMARY**

In summary, this COOP 2013-2014 report provides the Council with an overview of the results of directly implementing the planned activities to reach the LWF's objectives laid out in the COOP 2013-2014, in line with the LWF Strategy. The COOP has been a useful tool to give concrete direction to the planned activities.

The LWF has successfully achieved a large majority of the objectives it set out to accomplish in the two-year period of the COOP 2013-2014, despite a number of unexpected challenges, and engaged in new areas of work, in line with its objectives. Within the Communion Office, the departments are making progress in working together more closely on programs, and support for planning and operations remains strong.

It is encouraging to see the progress being made within the Communion Office, Member Churches and Country Programs towards the LWF's strategic objectives. The LWF continues to be appreciative of the strong support it receives from its member churches, partners and all those who support its communion work, and continue to make every effort to live out our vision: Liberated by God's Grace, a communion in Christ living and working together for a just, peaceful and reconciled world.

**Abbreviations:**

<b>ALICC:</b>	Anglican-Lutheran International Coordinating Committee
<b>AVH:</b>	Augusta Victoria Hospital
<b>BAKWATA:</b>	The National Muslim Council of Tanzania
<b>BftW:</b>	Bread for the World
<b>BMZ:</b>	German Ministry for Development
<b>BPRM:</b>	U.S. Bureau of Population, Refugees, and Migration
<b>CAPV:</b>	Committee for Advocacy and Public Voice
<b>CAR:</b>	Central African Republic
<b>CDPER:</b>	Capacity for Disaster Preparedness and Emergency Response
<b>CEE:</b>	Central Eastern European (region)
<b>CMD:</b>	Committee for Mission and Development
<b>COOP:</b>	Communion Office Operational Plan
<b>COP:</b>	Conference of the Parties
<b>CP:</b>	Country Program
<b>CTER:</b>	Committee for Theology and Ecumenical Relations
<b>DCA:</b>	DanChurchAid
<b>DKH:</b>	Diakonie Katastrophenhilfe
<b>DMD:</b>	Department for Mission and Development
<b>DPO:</b>	Department for Planning and Operations
<b>DRC:</b>	Democratic Republic of Congo
<b>DTPW:</b>	Department for Theology and Public Witness
<b>DWS:</b>	Department for World Service
<b>ECHO:</b>	European Council for Humanitarian Organizations
<b>EELCO:</b>	Evangelical Lutheran Church in Congo
<b>FELM:</b>	Finnish Evangelical Lutheran Mission
<b>GJP:</b>	Gender Justice Policy
<b>GNC:</b>	German National Committee
<b>HAP:</b>	Humanitarian Accountability Partnership
<b>HICD:</b>	Human Capacity and Development
<b>ILEP:</b>	Peruvian Evangelical Lutheran Church
<b>JCIA:</b>	Joint Commission for International Accreditation
<b>LAC:</b>	Latin America and the Caribbean
<b>LCCN:</b>	Lutheran Church in Christ in Nigeria
<b>LUTEN:</b>	Lutheran Theological Education Network
<b>MMF:</b>	Mekong Mission Forum
<b>OHCHR:</b>	Office for the UN High Commissioner for Human Rights
<b>OIAHR:</b>	Office for International Affairs and Human Rights
<b>PCFA:</b>	Program Cooperation Frame Agreement
<b>PMER:</b>	Planning, Monitoring Evaluation and Reporting
<b>RBA:</b>	Rights Based Approach
<b>SEALUC:</b>	Southeast Asia Lutheran Communion
<b>UNFCCC:</b>	UN Framework Convention on Climate Change
<b>UNHCR:</b>	United Nations High Commissioner for Refugees
<b>UPR:</b>	Universal Periodic Review
<b>WICAS:</b>	Women in Church and Society