

Strategic Plan for the LWF Secretariat 2007-2011

**The Lutheran World Federation
– A Communion of Churches
“For the Healing of the World”**

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Preface

The Strategic Planning process for the Lutheran World Federation (LWF) Secretariat is based on directions provided by recommendations of the LWF Tenth Assembly (July 2003) and the mandate provided by the LWF Council (September 2004) in approving Terms of Reference for the Strategic Planning Process.

With this mandate and direction provided by the Council and the Executive Committee, the LWF Secretariat prepared drafts of the Strategic Plan for the LWF Secretariat for the years 2007 to 2011. LWF departments and offices (collectively called ‘units’) have discussed the document at different stages. A draft was also discussed at the October 2005 Week of Meetings, involving LWF Geneva and field staff. The Executive Committee appointed a Task Force, which discussed the document and provided direction.

The Strategic Plan document opens with this Preface, then introduces the LWF and connects the Strategic Planning Process to the governing structures of the LWF and to decisions of the LWF Tenth Assembly.

Chapter one describes and analyzes the contexts in which the LWF exists and functions, particularly the global, Communion and ecumenical contexts. The section on the LWF Secretariat introduces the mission, core values and role of the Secretariat. A brief introduction to the concept of synergy concludes this chapter.

Chapter two elucidates the strengths, weaknesses, opportunities and threats (SWOT) of the LWF Secretariat, using the process of SWOT analysis. This was carried out by the Secretariat with the assistance of consultants in 2005. In this chapter, the distinctive advantages of the LWF Secretariat are also presented.

Chapter three—the most central to this process—identifies three priority areas that derive from the four priorities adopted by the LWF Council in September 2004, utilizing the fourth priority as a cross-cutting theme. The chapter systematically develops the associated directions and programmatic goals, which are integrally connected. Conceptually, each direction points to a series of actions, changes or functions, which produce results. The first step in defining each direction specifies its scope and limits. The associated programmatic goals are both future-oriented and measurable.

Chapter four presents background details and analysis for key, supporting perspectives, which were previously identified for attention and which relate to the overall Strategic Plan. Deriving from this analysis, strategic options are proposed in the areas of: programmatic synergy in planning and implementation; the LWF Secretariat financial framework; human resources; language policy; information technology; decentralization; and the spacing of Council meetings. The chapter concludes with comments on how this chapter connects the Strategic Planning Process to the ongoing process of renewal.

The Strategic Plan document, as presented here, will be used as the basis and framework to develop the detailed Operational Plan, which will reflect the specific requirements and resources associated with its full implementation. The Operational Plan—developed on an annual basis and forming the basis of the Statement of Needs—will become the schedule for the work of the Secretariat and will provide details of all the planned programmatic activities, as well as timelines and resource requirements for implementing the Strategic Plan. The Operational Plan will allow for more precise planning of staffing and infrastructure, and will allow for dynamic changes. It will include the processes for staff recruitment and program development and a framework for monitoring and evaluation.

Introduction

The Lutheran World Federation (LWF) is a communion of churches — reflected in its constitution and its name. The LWF is inseparably linked to the life of its member churches as it serves the spiritual unity and the cooperation of its members in worship, proclamation and diakonia.

Together with the member churches, the LWF is an instrument for spiritual reconciliation and hope through God's gift of grace, seeking thereby to overcome: religious, ethnic and economic forces of conflict within the human family; the destruction of life through illness, poverty and injustice; and the destruction of the environment. The participation of related church organizations is an important part of the common life and service of the LWF as a communion.

The LWF is committed globally to the foundational confessions of the Lutheran tradition. It recognizes the authority of the Holy Scriptures as the only source and norm for doctrine, life and service; and it sees in the three Ecumenical Creeds and the Lutheran confessional writings, particularly the unaltered Augsburg Confession and Martin Luther's Small Catechism, a pure exposition of God's Word, to be interpreted relevantly for people today. With its confessional basis, the LWF is fully committed to life in the unity of the one, holy, catholic, and apostolic Church. It is resolved to actively serve the purpose of Christian unity everywhere in a united witness to the Gospel of Jesus Christ, and to further the ecumenical movement in its different strands and expressions.

Mandated by the member churches through the LWF governing bodies, the Secretariat serves to assist the Lutheran Communion in facilitating and implementing programs within main areas of shared concern and commitment. The Lutheran World Federation—as a communion of churches in all continents—expresses its mandate or 'vision'* in its Constitution, as follows:

”The Lutheran World Federation:

- furthers the united witness to the Gospel of Jesus Christ and strengthens the member churches in carrying out the missionary command and in their efforts towards Christian unity worldwide;
- furthers worldwide among the member churches diaconic action, alleviation of human need, promotion of peace and human rights, social and economic justice, care for God's creation and sharing of resources;
- furthers through cooperative study the self- understanding and the communion of member churches and helps them to act jointly in common tasks.”

(LWF Constitution — Article III: Nature and Functions)

The LWF's highest decision-making body is the Assembly, which normally meets every six years. Representatives from each member church participate. Between assemblies, the Council and the Executive Committee govern the LWF. The Council meets once in every twelve- to eighteen-month period and the Executive Committee meets semi-annually.

The Tenth Assembly of the LWF took place in Winnipeg, Canada, in July 2003 on the theme “For the Healing of the World”. The Winnipeg Assembly adopted several commitments, resolutions and public statements, which together guide the work of the LWF Secretariat in appropriate ways. In this way, the Assembly, by its constitutional responsibility, has given

* ‘Vision’ focuses on the future and serves as a concrete foundation for the organisation, without fluctuating from year to year. It serves as an enduring promise. A successful vision paints and holds high a vivid picture for the organisation that is future-oriented and expressed in the present tense, as if it were realised now. A vision inspires people towards recognizable, legitimate goals.

general direction to the work of the LWF. Based upon these directions given by the Assembly, the Council provided the means and methodologies for advancing the LWF's core functions. The Council in September 2004 identified four priority areas: "strengthening the communion of Lutheran churches in mission; deepening ecumenical commitments and fostering inter-faith relations; bearing witness in church and society to God's healing, reconciliation and justice; and enhancing communication, mutual accountability and sharing."

The Council also provided the mandate and direction to initiate and complete a Strategic Planning Process for the LFW Secretariat. As described in the Terms of Reference, the Strategic Planning Process will be a "vehicle to shape LWF's stewardship so that we may participate more fully, boldly and humbly in God's mission in the world." It is intended to be a "way of organically and continuously connecting the nature and purpose of the LWF and the resources the secretariat has or can develop with the need of the world into which the LWF Secretariat and the LWF member churches are sent." This Strategic Plan for the LWF Secretariat covers the period 2007 to 2011.

Chapter One:

The LWF in its Contexts

The Lutheran Communion exists and functions in different contexts.

1.1 The current global context

The contemporary global situation is full of complexities. The LWF member churches exercise their witness in this complex context. These experiences challenge us to utilize multiple possibilities to strengthen the life and witness of the Communion, finding new theological and ecclesial meanings of the identity and role of Christ as the suffering servant.

Some of the many challenges that characterize this complex context are:

- The contrasting situations of the churches in the global North and the global South in terms of mission and membership, which should redefine the meaning and context of missiology for the Communion as a whole.
- Advances in information technology, which draw us into the so-called ‘global village’ in which nationalism, racial and ethnic prejudices, exclusion and violence nonetheless persist.
- The modern phenomenology of ‘terrorism’ and the response to ‘terrorism’, which polarizes some religious communities, resulting in the consolidation and sharpening of fundamentalism and identities, and the further relativization of the fundamental values of human life and dignity.
- The processes of neo-liberal globalization, with their enormous potential for generating wealth, but which continue to make the chasm between rich and poor ever wider and to stoke the antagonisms that accompany gross economic injustice.
- The escalation of religious fundamentalism and extremism, which increases conflict and fear around the world, more than ever calls churches to increase their engagements in peace building, healing and reconciling ministries.
- The degradation of creation poses a threat to the quality of life and at times the existence of all life forms. As people called to be stewards of all creation, churches need to be given the tools to address issues around water, global warming, etc., and to redress the imbalances.
- The HIV and AIDS pandemic which, together with malaria, tuberculosis and other major diseases, continues to cause remediable suffering and impoverishment around the world, and poses significant challenges to the churches in their ministries for healing and justice

For the LWF, the current global situation presents three key areas for urgent action.

- **Spiritual revival:** Capturing the dynamism of the growing churches, in order to revitalize the life and witness of the declining churches, and to respond more meaningfully to the spiritual hunger felt in many parts of the world. This would foster the building and sustaining of inclusive communities in a fragmented world, bearing witness to, and serving as a sign of, God’s reign.
- **Interfaith diapraxis:** Building communities of solidarity and mutual interest across faith boundaries, by promoting practical cooperation on matters of common concern.

Reducing fundamentalism and enemy images that promote conflict within the human family based upon exclusive religious identities.

- **Globalization:** Using the potential presented by the processes of globalization to enhance the life of the Communion through communication and encounter. At the same time, responding to the injustices perpetuated by globalization, through a prophetic diakonia that derives from the perspective of *communio* rather than from the perspective of separate national identities.

(See Annex 1 for a more detailed analysis.)

1.2 Current challenges with regard to the understanding of Lutheran unity and the expression of communion

The self-understanding of the Communion is a shared commitment to our common life as a gift, task and challenge. The Communion is strengthened by the identity of a relational unity in diversity, in which values of mutuality and inclusiveness are of core importance. This communion affirms the sharing of resources, as a move towards new horizons of faithfulness to mission and diakonia, as its fundamental principle. This sharing takes place in a climate of openness and solidarity with a deep commitment to justice and life.

The Lutheran Communion finds its visible expressions in pulpit and altar fellowship in common witness and service, and in joint fulfillment of the missionary task. The theological notion of communion includes the sharing in sacramental, spiritual and material gifts of the Christian community. Through the Communion, the life and mission of local churches, congregations and communities are interconnected, and the concept of the priesthood of all believers is promoted, thus inviting the gifts and leadership of women and youth to be recognized and utilized.

For the LWF, **three key areas for urgent action** can be identified in the life of the churches.

- Community formation, by supporting processes of belonging to one another and to the one Christian Church.
- Ensuring inclusiveness in all practices, structures, policies and attitudes of the Communion
- Mutual accompaniment and sharing of resources in the life of the Communion.

(See Annex 2 for a more detailed analysis.)

1.3 Ecumenical relations and ecumenical reconfiguration

The LWF Communion as a global church family is distinctly influenced by recent ecumenical developments, both in mission and diakonia. Rooted in a shared confessional basis, the member churches in the Communion live their faith and confessions with distinct challenges. The ecumenical profile of the LWF also includes a network of churches united in sharing God's gifts through word, sacraments and deeds that promote, sustain and celebrate life.

LWF's bilateral and multilateral engagements continue to be pursued through diakonia and mission, which are complementary and contribute to the vitality of the LWF. The LWF's vision for ecumenical engagement is for the healing of the world. Its foundations of ecumenism affirm both the theologically based forms of ecumenism and the expressions of

unity through common life and service. LWF is specially placed to contribute to the inseparability in practice between faith and life in ecumenical work.

The strong growth of the Pentecostal and Evangelical movements bring new challenges for dialogue and engagement. The LWF continues to be deeply committed to the multilateral forms of cooperation represented by the World Council of Churches, the Christian World Communions (CWCs) and the Global Christian Forum. The LWF affirms the ecumenical reconfiguration process as the recognition of the need for a structural reform process leading to newer forms of partnership and resource sharing.

For the LWF, the following should be considered as **key areas for urgent action**.

- Strengthening programmatic cooperation with other CWCs and the WCC wherever possible.
- Encouraging the member churches to renew their own programs ecumenically in such ways that issues of teaching, mission and diakonia are integrated.
- Preparing for an LWF Assembly in 2010 with broad ecumenical participation, devoting focused attention to the Reformation in an ecumenical perspective, 'as a station on the way' to commemorating the beginning of the Reformation in 2017.
- Working intentionally, by means of a collaborative preparation process, toward a new, broader form of ecumenical assemblies beginning in 2013.
- Participating in, and supporting, new ecumenical networks such as ACT Development and others.

(See Annex 3 for a more detailed analysis.)

1.4 The LWF Secretariat

1.4.1 MISSION

The mission of the LWF Secretariat is to advance the collective vision of the member churches as currently expressed in the constitution, with the aim to enable the relationships within and beyond the Lutheran Communion to be deepened and transformed through the sharing of faith, actions and practices, and resources for serving God's mission of healing and uniting the whole human family.

1.4.2 CORE VALUES

Core values are basic convictions and attitudes that mark what we are and what we seek to realise through our action. As a faith-based organisation, the core values of the LWF are deeply rooted in a sense of God's grace as revealed through Jesus Christ. As God's grace is freely given to human beings, without regard to their condition or merit, the Church is also called to live by, and in, grace. Thus, God's grace and our faith underlie our fundamental core values.

From this fundamental conviction flow core values that we share in common with others. While, for us, these have a strong theological connotation, they are also interdisciplinary in the sense that they reflect challenges from our social, political and economical environment, as well as a strong commitment to professional performance in our action.

For the LWF, four core values are identified.

- **Dignity:** Every human being is created in God’s image, and is thereby gifted with a rich variety of talents and capacities. Thus, all persons—independent of their social status, gender, disability or other differences—are to be subjects rather than objects dominated by others.
- **Justice:** All human beings should enjoy equal access to God’s gifts of life in society, through policies and practices that seek more equitable distribution of power, resources and opportunities.
- **Inclusiveness:** Differences among us express the richness of God’s creation. Therefore, policies and practices that exclude on the basis of gender, religion and race should be overcome for the sake of the fuller participation of all persons in Church and society.
- **Accountability:** Resources and responsibilities for decision-making, which God has entrusted to us, should be used in ways that are mutually transparent and answerable to the member churches, its constituents and the communities.

1.4.3 ROLE

As a global communion of churches in 70 countries around the world, the physical possibilities for encounter and expression of that communion among the LWF member churches are constrained by distance and limited resources. The LWF Secretariat is therefore an essential tool for the expression of the member churches’ life in communion and for the pursuit of their common priorities.

The LWF Secretariat serves as the only permanent and fully multilateral point of contact between member churches—facilitating their communication, sharing and mutual accountability.

The LWF Secretariat also provides the Communion with international operational and programmatic capacity in the fields of, inter alia, international diakonia, ecumenical dialogue, inter-faith diapraxis, shared theological and ethical reflection processes, advocacy, and communication.

The LWF Secretariat can therefore be likened to a ligament, knitting the limbs of the Communion together, and giving it strength for common action. Through its active approach to promoting diversity in its staff composition, the Secretariat also gives a face to the diversity of the Communion, and a model for inclusiveness in the life of the churches.

(see Annex 4—LWF organizational profile and annex 5—Organigram of the LWF)

1.5 Synergies

The Strategic Plan identifies synergy as an important dimension of all its future work. Synergy here has been understood as a process of joining and combining the work of the Secretariat internally, within the Secretariat itself, with other partners in the ecumenical movement and with the member churches. We believe that when we are able to coordinate and work together with more than one partner, the combined effort will be greater than would be possible individually, and will create an enhanced combined effect.

When applied to joint actions with Christian World Communions, member churches and the ecumenical movement, the Secretariat’s efforts and interventions will be amplified many times over, and more churches, communities and people can be influenced and accompanied in a variety of ways. Overlap and duplication of work will be avoided, thereby facilitating focused optimization of the available resources.

CHAPTER TWO: Strengths, Weaknesses, Opportunities and Threats (SWOT) and Distinctive Advantages of the LWF Secretariat

2.1 SWOT Analysis

In the course of developing this Strategic Plan, two major observations emerged:

- The LWF Secretariat faces an almost insurmountable number of expectations and policies.
- Both the facilitating and operational aspects of the LWF need to be upheld and reconciled with the objective to strengthen the self-understanding of the LWF as a communion of churches.

These observations were also addressed in an analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the LWF Secretariat, which the staff undertook at the end of 2004 and early in 2005. The SWOT analysis provided an insight into the staff's self-assessment at a given time in the life of the organization.

Strengths: Recognized strengths include: ecumenical and theological expertise; experience and expertise in humanitarian assistance, ecumenical diakonia, sustainable development and advocacy; commitment to gender justice and youth participation; networks and relations; the broad involvement of the member churches; and, last but not least, highly motivated, diverse and committed staff.

Weaknesses: Identified weaknesses indicate the need for: coordinated planning, priority setting and fund-raising; improved internal communication, flexibility and efficiency; and an adequate information technology environment and public profile.

Opportunities: Emerging opportunities include: the need for more efforts in bridge building and reconciliation; increased ecumenical cooperation and interaction with global movements; new and changing relationships; an openness with regard to multi-faith cooperation and networking with global alliances; new fund-raising possibilities; and rapid information technology developments that allow for increased participation.

Threats: Identified threats are: erosion of the funding base; many highly diverse and sometimes contradictory expectations from the LWF constituency; increased competition in the areas of development, humanitarian assistance and public profile; and bilateral initiatives and overshadowing multilateral relations. Moreover, within the LWF constituency there is a tendency to give high attention to local and national challenges at the expense of the more global focus. This, as well as growing economic, theological and digital divisions and divides, between and within developed and developing countries, have an impact on the LWF Secretariat and its work.

(See Annex 6 for more detailed SWOT analysis.)

Note that Annexes 1, 2 and 3 provide more details regarding the global situation, challenges to the Lutheran Communion and an overview of the ecumenical context, and thereby address some aspects that the SWOT analysis could only name.

Overall, the SWOT analysis shows that the Secretariat has a strong basis, being grounded in the shared faith, purpose, tradition and ethos of the LWF as an inclusive communion of Lutheran churches. It is an instrument for common life and service in cooperation with member churches and related partners in mission and diakonia.

There are also supporting perspectives that require further in-depth attention within the Strategic Plan as well as the Operational Plan. They are mentioned here because of their significance. (See Chapter Four for further development of these perspectives.)

Financial projections for the coming years (2006—2011) forecast stagnation or even a decrease in income, while the projected expenditure shows a slight but steady increase (See §4.2 in this document, LWF Secretariat financial framework). Within the context of the SWOT analysis, the fact that 80% of the Secretariat's A-budget is provided by member churches from only six countries poses a threat to the overall financial situation and reflects a high dependency on the financial well-being of these few member churches.

Threats can also present opportunities. Financial and fund-raising strategies can focus on broadening this relatively small funding basis, by challenging the 140 LWF member churches to join the Secretariat in its efforts to create and open-up new and creative opportunities and possibilities for financial, fund raising and human resource strategies. Opportunities for an active participation in the life of the Lutheran communion can be created, if the concept of donor/donation is not reduced to the mere exchange of funds, but is understood in a broader sense as sharing resources by, for example, hosting conferences, seconding staff or sharing expertise. Through this process, the member churches would also be able to build their own capacities.

The SWOT analysis highlighted another important aspect: the need for a comprehensive mid- and long-term strategy for the information technology (IT) environment. A living, 'out-reaching' organization needs to be supported in its actions by a well-functioning and effective IT-infrastructure. Increasingly, IT-related issues have an impact on the quality of the operations and on the effectiveness of an organization's communication, accountability and follow-up.

Some of the urgent challenges for the LWF Secretariat include:

- To reconcile the many expectations and policies with the resources which are available.
- To uphold, reconcile and interpret the facilitating and operational aspect of the LWF as an essential part of the self-understanding of the LWF as a communion of churches.
- To rethink and develop creative financial, human resources and fund-raising strategies.
- To move towards a more proactive and inclusive networking platform.
- To communicate and build a public profile through action.
- To invest in and use IT to serve the Communion, its identity building and the mission and vision of the LWF.
- To invest in communication tools and media which correspond to the *communio* idea.
- To profile the LWF through clear priority setting.

2.2 Distinctive advantages of the LWF Secretariat

The LWF Secretariat is the unique international instrument of the Lutheran Communion that is able to implement the joint decisions of the governing bodies and to serve every church in the Communion.

- **The network of relations:** The many networks in which the 140 member churches, related agencies, theological and other educational institutions, and ecumenical partners are involved have significant potential for fruitful cooperation globally, regionally and locally.
- **Experience:** 60 years of experience in multilateral and multicultural cooperation as a faith-based organization.
- **Recognition:** The Secretariat is a recognized and relevant instrument of the LWF as a Christian World Communion.
- **Representativity:** The diverse staff of the Secretariat reflects the inclusive, global communion, and intentionally seeks to ensure the participation of women and youth.
- **Community-based approach:** The Secretariat works with and through local congregations, communities and civil society.
- **Interconnected nature of the member churches and the LWF Secretariat:** The Secretariat is constantly working for, and together with, the member churches.

CHAPTER THREE:

Priority Areas, Directions and Programmatic Goals

The LWF Council, meeting near Geneva in September 2004, identified four Priority Areas for the work of the LWF. The 4th priority has been integrated with the other three priority areas as a crosscutting issue. The LWF as a living system needs to address “the enhancement of communication, mutual accountability and sharing” (as stated in the 4th priority) in each of the priority areas and the associated directions and programmatic goals. These dimensions are deeply rooted in the programmatic work and cannot exist independently. Mutual accountability and sharing are qualities that describe the ethos of communication and interaction within the Communion. Thus, this crosscutting priority challenges the LWF continually to question, critically assess, and improve patterns of interaction in all its programmatic activities. The challenges of Priority 4 will then be addressed systematically in the operational plans of the units

With respect to terminology, ‘Direction’ points to a series of actions, changes or functions that bring about results. The first step in defining a Direction is to identify its scope and limits. A ‘Programmatic Goal’ is both future-oriented and measurable; it defines the desired future state that is both attainable and can be measured.

3.1 PRIORITY AREA 1:

Strengthen the communion of Lutheran churches in mission

To be in communion as churches is a gracious gift of God and is also a continuous task. Due to continually changing contexts and horizons, it remains the unique task of the LWF Secretariat to accompany the member churches to rediscover the true meaning and the practical implications of being a Lutheran Communion.

DIRECTION 1.1 –

COMMUNION FORMATION BY DEEPENING AND COMMUNICATING THE IMPLICATIONS OF BEING A COMMUNION OF CHURCHES

PROGRAMMATIC GOALS

- 1.1.1 A shared yet self-critical Lutheran theological identity is widely affirmed and lived out within the diverse Communion.
- 1.1.2 Member churches more widely embrace diakonia as central to their calling and stewardship, and become more effective agents of change in society.
- 1.1.3 Among member churches, there is greater coherence (but not uniformity) in areas of ministry, the sacraments and ecumenical relations.
- 1.1.4 Processes and practices of good governance are affirmed and implemented in the member churches.
- 1.1.5 Clear and effective structures for communication, mutual exchange and accountability among member churches are established and practiced.

DIRECTION 1.2 –**MUTUAL EXCHANGE, ACCOMPANIMENT AND SHARING OF RESOURCES WITHIN THE COMMUNION.****PROGRAMMATIC GOALS**

- 1.2.1 Pressing concerns and challenges of member churches are heard and addressed through encounters for mutual exchange and learning.
- 1.2.2 Theological experiences, perspectives and writings of more women, men and youth from different contexts in the Communion mutually influence and transform each other.
- 1.2.3 Mutual understandings and recognized procedures are developed for addressing conflicts within the Communion.
- 1.2.4 The theological and social challenges in the exercise of power and authority within and between churches are addressed. (eg. Promoting more accountable and less hierarchical or paternalistic practices.)

DIRECTION 1.3 –**CAPACITY BUILDING THAT EMPOWERS THE WHOLE PEOPLE OF GOD FOR PARTICIPATION IN GOD’S MISSION****PROGRAMMATIC GOALS**

- 1.3.1 Leadership in churches is further developed, in ways that ensure fair and equal participation of women and youth.
- 1.3.2 Member churches are better equipped and empowered for proclamation and diakonia as an integral part of God’s holistic mission promoting peace, resolve conflicts and further Social and economic justice in church and society..

DIRECTION 1.4 –**STEWARDSHIP AWARENESS AND EDUCATION FOR COMMON WITNESS AND SUSTAINABILITY****PROGRAMMATIC GOALS**

- 1.4.1 Theological understandings of stewardship are developed and promoted, in ways that are appropriate for diverse contexts of the Communion
- 1.4.2 Member churches that have depended on outside funding are educated and challenged to become more self-reliant in their mission and ministries.
- 1.4.3 The financial and structural sustainability of member churches is more effectively addressed.
- 1.4.4 New and creative ways of fund raising and resource mobilization are identified in addressing the issues of sustainability in the Secretariat and member churches in the global North and global South, to promote stewardship of resources.
- 1.4.5 More sharing and coordination in the use of resources within the Lutheran Communion and within the reconfigured ecumenical movement results in more efficient and effective work.

3.2 PRIORITY AREA 2:

Deepen ecumenical commitment and foster inter-faith relations

An essential part of the LWF mission as a communion of churches is to contribute strongly and concretely to overcoming religion-based divisions and tensions within the human family. This task, which has belonged to the LWF since its beginning, has become especially urgent today. Through more concerted patterns of cooperation among the units and activities of the Secretariat and the Strasbourg Institute, the LWF is uniquely well placed to provide focused attention.

DIRECTION 2.1 –

**MEMBER CHURCHES, IN THEIR RESPECTIVE SETTINGS,
AFFIRM AND LIVE OUT THE IMPLICATIONS OF DIALOGUES
WITH OTHER CHRISTIAN WORLD COMMUNIONS (CWCs)**

PROGRAMMATIC GOALS

- 2.1.1 In ecumenical dialogues, the ‘life and work’ emphases are more effectively brought together with the ‘faith and order’ emphases, drawing especially on sensitivities, approaches and concerns of women and those from the global South.
- 2.1.2 Progress is evident in reconciling diversity among the confessional families (CWCs) for greater ecumenical collaboration among the churches.
- 2.1.3 Through new kinds of collaboration, the crucial contributions that (CWCs) make in the ecumenical movement are better recognized.

DIRECTION 2.2 –

**INITIATE AND ACTIVELY CONTRIBUTE TO NEW
CONFIGURATIONS AND FORMS OF COOPERATION IN THE
ECUMENICAL MOVEMENT**

PROGRAMMATIC GOALS

- 2.2.1 New and creative forms of ecumenical cooperation are established with member churches, diaconal and mission organizations, theological institutions, national committees, regional expressions and other instruments to contribute to a renewed ecumenical movement.
- 2.2.2 LWF diaconal activities are better recognized as key contributions to ecumenical diaconal commitment and cooperative action.
- 2.2.3 The renewed ecumenical movement bears clear marks of contributions from the Lutheran Communion.

DIRECTION 2.3 –

PROMOTE AND STRENGTHEN EDUCATION AND RESEARCH WITHIN MEMBER CHURCHES AND THEOLOGICAL INSTITUTIONS IN THE AREAS OF ECUMENICAL THEOLOGY AND INTER-FAITH RELATIONS

PROGRAMMATIC GOALS

- 2.3.1 Platforms and networks are developed for mutual exchange of information and resources among LWF member churches and constituencies on challenges, practices and developments with regard to ecumenical and inter-faith dialogue and diapraxis.
- 2.3.2 More attention is given in theological education to practical experiences in relation to ecumenical and inter-faith thinking and practice.
- 2.3.3 Theological institutions related to member churches assume greater responsibility for carrying out work on particular questions or challenges.

DIRECTION 2.4 – FURTHER COLLABORATION WITH ECUMENICAL AND INTER-FAITH PARTNERS IN MEETING HUMAN NEEDS AND ADDRESSING THEIR CAUSES

PROGRAMMATIC GOALS

- 2.4.1 The LWF is playing an even more active role in ecumenical networking for development and emergencies.
- 2.4.2 Clear theological and ethical perspectives are developed to strengthen member churches and field programs in responding to challenges of poverty, injustice and violence.
- 2.4.3 New challenges for inter-faith relations in an age of international conflicts and empire are addressed.
- 2.4.4 Member churches and field programs are more able to engage actively with structures and representatives of other faiths in addressing current tensions and conflicts.
- 2.4.5 Strategic communication and advocacy are planned and implemented for the sake of a distinctive public profile and voice on urgent matters of inter-faith concerns, international affairs, emergency response, and social and economic justice.

3.3 PRIORITY AREA 3:

Bear witness in church and society to God's healing, reconciliation and justice

As a Communion, the LWF and its member churches are called to bear witness to the Triune God through proclamation of the Word, celebration of the Sacraments, and living out the faith through diakonia and other practices in the world, advocating for, and working to shape, conditions that enable all people to live out their God-given potential in dignity, justice and peace. The LWF Secretariat and its organized instruments will continue to pursue a leading role within international diakonia, deriving from its longstanding experience and competence and its nature of expressing organically the diaconal calling of the whole Communion, relating it to the diaconal action in which local churches are already engaged, being mutually affirmed and strengthened by the international diakonia partners

DIRECTION 3.1 –**CONTINUE TO CLARIFY THE MEANING AND IMPLICATIONS OF CHRISTIAN FAITH AND PRACTICE AND EVANGELISM IN THE FACE OF CURRENT CONTEXTUAL CHALLENGES****PROGRAMMATIC GOALS**

- 3.1.1 Member churches are stronger in confessing and living the Christian faith in relation to the challenges they face.
- 3.1.2 The worship and spiritual life of member churches speak to, and bring transformation for, the contextual challenges people face.
- 3.1.3 Diaconal instruments of the LWF are affirmed and utilized by the member churches as part of their diakonia.
- 3.1.4 The Communion is strongly engaged through teaching, preaching, diakonia and advocacy in working to reduce the spread, and heal the impact of, HIV and AIDS.
- 3.1.5 Communication and advocacy strategies are informed by experiences from member churches and field programs, influence public policy and provide reciprocal guidance and support.

DIRECTION 3.2 –**INTENSIFY COMMITMENT AND ENGAGEMENT IN DEVELOPMENT AND EMERGENCY CHALLENGES TO EFFECTIVELY IMPROVE LIFE FOR PERSONS IN COMMUNITIES THAT ARE MOST VULNERABLE, AND TO PROTECT CREATION****PROGRAMMATIC GOALS**

- 3.2.1 The rights of those affected by disasters and complex emergencies are effectively, professionally and compassionately addressed through the diaconal work of the communion.
- 3.2.2 The poor and the vulnerable communities are empowered and strengthened to protect themselves from the impact of emergencies, conflicts and disasters.
- 3.2.3 Member churches share more resources and expertise regarding specific areas of development and emergencies.
- 3.2.4 Diaconal resources are used to effectively organize and strengthen the capacities of vulnerable persons and communities (eg. women, children, Dalits, indigenous and displaced communities, etc.) to improve their quality of life and challenge the economic, cultural, social and political structures that keep them vulnerable.
- 3.2.5 The obligation to protect God's creation is addressed, especially in the areas of water, sustainable development and global warming.

DIRECTION 3.3 –**ADDRESS THE CAUSES AND CONSEQUENCES OF HUMAN SUFFERING AND POVERTY, AND STRENGTHEN PEOPLE'S CAPACITIES FOR REALIZING THEIR HUMAN RIGHTS****PROGRAMMATIC GOALS**

- 3.3.1 Member churches and field programs have enhanced knowledge and methods to provide inputs into local and international human rights forums.

- 3.3.2 A rights-based approach is furthered in development and humanitarian relief activities.
- 3.3.3 Member churches and field programs — in networks and alliances with others are more actively involved in addressing economic and political powers whose policies and practices lead to increased injustice and violence.

CHAPTER FOUR:

Supporting Perspectives and Strategic Options

4.1 Programmatic synergy in planning and implementation

Synergy has been a main focus of the Strategic Planning Process. This is grounded in the biblical vision of communion where the different members of the one body mutually share their energy and specific capacity. As God's Spirit energizes the body of Christ for service, it becomes an important task to foster synergy. Thus synergy is more than an administrative matter; it is a necessary dimension of the LWF expression of being a communion of churches.

The SWOT analysis of the Secretariat identifies one of the strengths as: "to be able to cross units, disciplines, geographic and other divides for the sake of effective work". To this could be added: for the sake of bringing a wider dimension of 'being communion' into all programmatic activity, and ensuring that the effect of the work done corresponds to this vision.

Synergy enables:

- Strengthening inter-relatedness, integration, planning and coordination in the Secretariat.
- Avoidance of overlap and duplication, resulting in the saving of time and resources.
- Evaluation of programs using common guidelines and project monitoring.
- Forecasting, which helps long term planning.

The Strategic Plan anticipates synergy in the Operational Plan, as well as in the realm of programmatic activities. Here are a few examples:

DEPARTMENT FOR MISSION AND DEVELOPMENT (DMD) & DEPARTMENT FOR THEOLOGY AND STUDIES (DTS)

Synergies have already been experienced in co-operation between DMD and DTS. Many consultations, conferences and workshop are now being planned and organized with this synergy. In its overall "Theology in the Life of the Church" initiative, DTS is intentionally planning the various seminars and consultations in collaboration with DMD and other partners, especially in co-sponsoring and sharing in costs and staff time. Equally, DMD involves DTS in bringing theological and ethical perspectives and reflection to crosscutting issues. This spirit of synergy may in the future lead to a closer structural cooperation between the DMD and DTS staff, in the search for more effective use of human and financial resources in the overall running of the two departments.

DEPARTMENT FOR MISSION AND DEVELOPMENT (DMD) & DEPARTMENT FOR WORLD SERVICE (DWS)

Synergy has also been experienced in the planning and implementation of the programmatic work of DMD and DWS. Several crosscutting thematic issues — such as development/diakonia, HIV and AIDS, water, globalization, etc. — were identified as

challenges that required synergy. DTS is also involved in this synergy, especially in addressing theological and ethical perspectives on these crosscutting challenges. Planning and programmatic synergies will be demonstrated in their operational plans. Operationally in the field, DMD and DWS work together, affirming each other's specific role as different branches of the LWF's diaconal work, as well as in their self-understanding of ideological dimensions of development, diakonia, etc. They also work together on processes such as localization of DWS operations and in other related programs. They plan, share resources and work together on issues, for example, water. This will be given more attention in the future.

DEPARTMENT FOR THEOLOGY AND STUDIES (DTS) & OFFICE FOR ECUMENICAL AFFAIRS (OEA)

Theological implications relating to the challenges of dialogues and discussions with other churches and CWCs will continue to be addressed through coordination between the departments. There is close cooperation in the functioning of these two departments and the Institute for Ecumenical Research, Strasbourg. Strong cooperation between the Secretariat and the Strasbourg Institute remains essential.

OFFICE FOR COMMUNICATION SERVICES (OCS) AND OTHER UNITS

OCS is seeking synergies with all programmatic units within the Secretariat, reflected in joint programs within the Statement of Needs. OCS has collaborated with DMD to develop a training program for young communicators within the member churches, with the aim to respond to present and future communication needs of the LWF and the member churches.

A joint three-year-program with the DWS is focusing on communication capacity building for LWF/DWS field offices, with a specific focus on Public Relations, Gender, advocacy and communication management in crisis and conflict situations.

Synergy will also be ensured in the forthcoming production of special humanitarian aid-related issues of Lutheran World Information (LWI). Similarly, synergies have been expressed in joint publications with DTS and the Office for Ecumenical Affairs (OEA).

The forthcoming publication on "Lutheran Perspectives on Human Rights" (working title) by the Office for International Affairs and Human Rights (OIAHR) is also being accomplished jointly with DTS and OCS. OIAHR and OCS have identified human rights and advocacy issues as crosscutting areas that call for synergy.

THE LWF SECRETARIAT, THE WORLD COUNCIL OF CHURCHES (WCC) AND OTHER CHRISTIAN WORLD COMMUNIONS (CWCs)

The self-understanding of the Christian World Communions, including the LWF, as well as several structural relationships, have resulted in a variety of ways for the LWF to relate to the WCC and with the CWCs. The Conference of Secretaries of the CWCs and the WCC meet to discuss future ecumenical assemblies and the coordination of joint meetings of governing bodies, and to discern programmatic cooperation. This process of closer cooperation and coordination will pave the way for a smoother transition toward the vision of ecumenical assemblies. The recent discussions and decisions in this direction also address the issues of overlapping membership, coordination of programs and the strengthening of other common efforts between the WCC and the CWCs. The appointment of the Joint Consultative Commission will monitor and strengthen the participation of CWCs in the WCC. The LWF Secretariat plays a leading role in this process.

Synergy has been an ongoing process with the WCC and other CWCs particularly in programmatic cooperation and coordination. DTS has been engaged with the WCC/AGAPE

process in several crosscutting global issues such as illegitimate debt, water, etc. There has been cooperation and coordination with the World Alliance of Reformed Churches (WARC) in study and reflections on ‘power and empire’. Several other global issues, such as human rights, are on the synergy level with WCC and other CWCs. There has been close cooperation with the WCC on issues such as personnel, language issues and information technology. The Operational Plan will be designed on the criteria for priority setting (set by the LWF Council in 2005/annex 7) in which the crucial questions of crosscutting possibilities with other organizations have been clearly identified.

Strategic goals for programmatic synergy are:

The present interdepartmental Staff Working Teams are restructured for more focused and effective synergy within the LWF Secretariat especially related to prioritized areas of action.	April 2007
DTS and DMD establish a process of planning and implementing programmatic activities together.	Already happening
Coordination in planning and implementation of activity related to capacity building is established interdepartmentally (all departments).	2007
DWS and DMD jointly elaborate guidelines for accompanying WS associated programs, especially in their self-understanding as diaconal institutions and in their relation to local churches.	2007
A working plan for cooperation and division of tasks between DTS, OEA and the Strasbourg Institute is made.	2007
A joint working process is established with WCC/WARC/CEC and other ecumenical partners for coordination and synergy.	2007
Decisions are in place to further the vision for ecumenical assemblies	2007-2010

4.2 The LWF Secretariat financial framework

The context in which the Secretariat operates has changed during recent years. Increased competition and bilateral relationships that bypass the Secretariat call for more focused and effective activities from the Secretariat. We must concentrate our resources on those activities and processes where we can bring added value and quality. When we are the best operators in an area, we will create new opportunities in finding partners who want to support us.

4.2.1 LWF A-BUDGET AND B-BUDGET STRUCTURE

The budget of the Secretariat is divided into two parts: the Geneva coordination budget (A-budget) and the program/project budget (B-budget). One basic difference between these budgets is that, in the short term, it is much more difficult to adjust the A-budget than the B-budget, because most of the A-budget costs are staff-related. However, the A-budget is not only administration. For example, most of the A-budget costs in DTS are program related staff costs.

Balancing the A-budget

Currently, 80% of the A-budget income comes from six countries, namely Germany (34.6%), USA (17.4%), Sweden (12.5%), Finland (8.3%), Norway (4.2%) and Denmark (3.6%). The A-budget support from the German churches and related agencies in 2009 is projected to be CHF 740,000 less than in 2005—an amount which probably cannot be fully compensated by the other member churches and the related agencies.

The following table shows the projected A-budget income and expenditure for 2006-2011 assuming we continue with the current income and expenditure patterns without Activity Based Costing (ABC).

Amounts in CHF	2006	2007	2008	2009	2010	2011
Total income projection	13,205,000	12,811,000	12,300,000	12,300,000	12,350,000	12,400,000
Total expenditure projection	12,800,000	13,304,000	13,000,000	13,250,000	13,450,000	13,650,000
Projected result	405,000	(493,000)	(700,000)	(950,000)	(1,100,000)	(1,250,000)

In the table, we have assumed that after 2006 the currency exchange gains and losses will offset each other in the long run. We can conclude that without additional income and/or savings we will have a deficit growing from CHF 470'000 in 2007 to CHF 1'400'000 in 2011. This means that we must take immediate measures to achieve balanced budgets in the future.

The various units (departments and offices) have different financial positions and potential. It is easier to raise funds for emergency and development work than for ecumenical and theological work. Therefore, it is easier for DWS to balance its A-budget than it is for the other units. When the B-budget is big enough, it is also easier to use Activity Based Costing (ABC) for charging some of the programmatic costs of the A-budget to the programs/projects. So far we have not received any additional funding indications because of ABC. Therefore, the importance of ABC should be assessed in 2008.

Amounts in CHF	2007	2008	2009	2010	2011
Basic income projection	12,811,000	12,300,000	12,300,000	12,350,000	12,400,000
Additional income through fundraising	-	100,000	100,000	100,000	100,000
Activity Based Costing reallocations	600,000	600,000	600,000	600,000	600,000
Total income	13,411,000	13,000,000	13,000,000	13,050,000	13,100,000
Total expenditure projection	13,304,000	13,000,000	13,250,000	13,450,000	13,650,000
Projected result 2	107,000	-	(250,000)	(400,000)	(550,000)

Another element in the cost structure of the units is the Central Service Allocation (CSA), where some of the costs of the General Secretariat (GenSec) service units of Planning, Finance, Personnel and Communication are charged to the other units. When there is less funding for the whole Secretariat, this should also be reflected in the budget of the GenSec so that the CSA stays on a bearable level. Therefore, there is a need for streamlining to arrive at a sustainable administrative budget.

The following are the main options to balance the A-budget in the coming years:

- Ensuring that those member churches currently paying less than the stipulated fair membership fees do so, as of the year 2008 onwards. This would mean an additional income of at least CHF 300,000 per year.
- Ensure that those churches that have not paid their membership fees do so as of the year 2008 onwards. This would mean an additional income of at least CHF 100,000 per year.
- Improve our fundraising efforts by assigning a specific person with the responsibilities of fund raising and to find new supporting partners.
- Use Activity Based Costing (ABC), at least in DMD and DWS.

- Focus and streamline the work and costs related to the administration and governing structure.
- Improve the efficiency and effectiveness of the Secretariat including the use of IT.

If the member churches and the secretariat implement these initiatives and procedures, the LWF will realize a balanced budget for 2008 onwards. Should unforeseen factors threaten the balanced budget projections, the General Secretary should present to the Executive Committee an Operational Plan that will avoid deficits.

4.2.2 FUNDRAISING

As it has been clear already for some years that the total support from the traditional partners will decrease, efforts have been made to develop fundraising. In view of this financial decline, efforts were made to increase funding, without much success. In 2003, a Council task force made an assessment of the situation and developed an action plan for fundraising in the regions. Most of the initiatives of this plan are being implemented. In addition, the units have been mapping their fundraising opportunities in 2006. The LWF ‘Staff Working Team on Finances’ has prioritized fundraising on its agenda.

A helpful mapping scheme for fundraising approaches is presented in the following matrix.

		METHODS	
		Traditional	New
PARTNERS	Traditional	1. Traditional Methods with Traditional Partners	2. New Methods with Traditional Partners
	New	3. Traditional Methods with New Partners	4. New Methods with New Partners

Three key observations have been made during these exercises:

- Generally, quadrant # 4 (finding new funding partners with new ways of funding) is the most difficult to develop in a sustainable way.
- The different regions need different fundraising approaches.
- It is much easier to raise funds for diakonia than for theology and ecumenism.

The LWF Endowment Fund will have an important role in the long-term financial sustainability of the Secretariat. It has reached the first goal of CHF 10 million in assets in October 2006. When the next goal of CHF 20 million is reached (projected for 2017), the annual support available to the LWF will amount to CHF 800,000 annually, which will be around 7% of the A-budget. It is therefore very important regularly to remind the churches of their common responsibility in supporting the LWF Endowment Fund.

Another long-term fundraising instrument is the membership fee. By paying its annual membership fee, a member church shows responsible ownership of the LWF. In 2005, 52 member churches out of 140 (37%) did not pay their membership fee to the LWF. There are also churches paying just part of the fair fee. This means that, of the total member fees requested in 2005 (USD 3’465’000), the LWF received USD 2’935’000 (85%). Therefore, the Secretariat and the Council should challenge the member churches, both in the North and in the South, to pay their full membership fees.

It is evident that DWS, by its nature, has much potential for fundraising. DMD can more easily raise funds for its diakonia programs (such as HIV and AIDS) than, for example, for the Lutheran expressions in the regions or for the accompaniment of the member churches. It has become more and more difficult to raise funds for DTS, while it has always been difficult to raise funds for the GenSec.

While the support from the LWF related agencies is crucial for the Secretariat budget, providing around 50% of the A-Budget, the agencies are at the same time gatekeepers to their constituencies, namely the back donors, foundations and private persons. Thus the Secretariat cannot directly raise funds in these countries, but only through the related agencies. At the same time, the LWF does not have any natural constituency in Switzerland, so that successful direct fundraising is very difficult. It has also been mentioned that the LWF should rely on the support of the member churches and related agencies and not become too independent. To encourage ongoing adequate support, the Secretariat should always cultivate good relations with the member churches and their related agencies, something that requires regular meetings and communication. The Program Cooperation Frame Agreement (PCFA), with three-year funding commitments, should be extended to cover cooperation with all related agencies and mission societies (currently with eight partners).

The LWF has a principle that financial support from any one agency, foundation or company should normally not exceed 40% of the total funding of the program or project (B-budget) in order to guarantee enough independence. This principle could be reviewed because in any case we should only implement programs/projects that are in line with our own programmatic goals. Furthermore, before engaging in cooperation with the private sector, the corporate social responsibility of the potential partners must be assessed first.

4.2.3 STRATEGIC GOALS FOR THE FINANCIAL FRAMEWORK

The work carried out by the Secretariat must be based on balanced budgets and must:

- bring added value to the relationships and processes in the Communion and in society;
- show good stewardship of human and financial resources; and
- be based on commitments and goals agreed in the LWF governing bodies.

Below are listed some specific strategic goals for addressing challenges in the financial framework, with suggested timelines.

	Strategic goals for the financial framework	Timeline
1	The maximum 40% financial support level from any one agency, foundation or company to a program/project will be reviewed.	Mar 2007
2	All donors give at least 5% of the program/project support to the Geneva coordination of the respective programs/projects.	Mar 2007
3	The units will have their own fundraising action plans.	Apr 2007
4	There is a common understanding on the principles and procedures of the ABC between the Secretariat and the funding partners.	Jun 2007
5	An awareness and ownership campaign among the member churches has started.	Sep 2007
6	The ABC method has been assessed.	Oct 2008
7	A new sustainable Secretariat structure is in place.	Jan 2009
8	The PCFA covers cooperation with 14 related agencies and mission societies.	Jan 2010
9	More than 90% of the member churches are paying membership fees.	Dec 2010
10	The resources of the different units of the Secretariat and the Strasbourg Institute should be pooled together so that new structures can be created, which are aligned with the new priority areas, directions and programmatic goals and which are more efficient and effective.	Jan 2011
11	The LWF Endowment Fund reaches CHF 20 million	Jun 2017

4.3 Human resources

The current profile of the Office for Personnel is oriented around efficient administration of personnel issues, such as:

- Staff recruitment
- Payroll and benefits
- Contracts and employment conditions
- Policies and regulations
- Staff development, training and performance review.

Particular attention must be given to these aspects, not only on the administrative level, but also with regard to content. Fundamental in the new strategic approach will be: a more inclusive approach to human resources; criteria and procedures for a clear gender and youth balance; and equal regional representation. New and imaginative forms of collaboration and staff conditions will also be developed, for example: video conferences for interviews; on-line jobs; temporary and consultancy positions; sharing staff across unit lines; and new forms of contracts for shorter terms.

Human resources will be a clear crosscutting issue and will relate strongly to programmatic goals and operational plans. Human resources strategies contribute to develop staff motivation through the implementation of the LWF Strategic Plan. In the context of financial and programmatic decrease, proposals for job security, non-financial incentives and more possibilities for staff training and career planning will be needed.

Change management will also be part of human resources, developing staff competencies and expertise, as well as a spirit of innovation and imagination among staff. It implies new measures to analyze the work quality, the improvement of performance and the establishment of human resources objectives.

Finally, human and financial resources will be linked strongly to the LWF Strategic Plan itself, as any programmatic activity will mainly depend on these two elements. Through the new approaches, talents and professionalism among staff will be developed. Human resources will contribute to create a healthy, just and open work environment linked with clear governing structures in the LWF Secretariat. (for examples see Annex 8)

The changes will imply a shift from a traditional ‘office for personnel’ to a new ‘human resources unit’. Through important modifications of position descriptions, motivation for synergies and closer inter-unit collaboration, it is anticipated that costs for human resources will be reduced progressively within the whole LWF Secretariat.

The Strategic goals for the Office for Personnel are:

	Strategic Goals	Timeline
1	Staffing situation in the Office for Personnel will be adapted to available funding and tasks will be reduced. The reduction will be around 20% compared with the beginning of 2006. This will imply new position descriptions and new definitions of tasks. New funding principles will also be introduced.	December 2007
2	Staffing configuration in the Geneva Secretariat and in the Field (for DWS) will follow Assembly, Council and ExCom decisions and be largely inclusive. This concerns gender, age and regional balance.	December 2009
3	Capacity building of LWF staff will be progressively improved (Conversations for staff development and performance, staff training, new staff positions)	
4	Collaboration and cooperation of Office for Personnel with Human Resources Desk in WCC will be increased and synergies will be created.	Progressively, until 2011
5	Transformation of the Office for Personnel into a Human Resources Office: change management when accompanying the introduction of the LWF Strategic Plan, staff motivation and incentives, job security measures etc.	December 2008

4.4 Other strategic options

4.4.1 LANGUAGE POLICY

Addressing the language policy in the LWF has been an urgent task; several progressive and strategic proposals, and some decisions, have already been made. One of the initiatives is to review the official working languages of the LWF before the 2010 Assembly so that decisions can be taken at the assembly. There could be considerable cost and staff time saving when this issue is addressed.

At its 2005 meeting, the Council voted that, in the future, LWF governing bodies would decide for themselves in which LWF official languages they need to operate.

Such decisions will take into account:

- financial aspects;
- the capacity of the churches to fully contribute to the interpretation and translation arrangements; and
- identification of the relevant documents to be translated.

While this measure can take some pressure from the A-budget, the Council also decided on issues related to interpretation and translation within the Secretariat. As these language needs are mainly covered by the B-budget, the following criteria were approved:

To decide if a text is to be translated, the following aspects could be considered:

- What target group is the document addressing?
- Is it reasonable to conclude that the target group has insufficient knowledge of the original language?
- Are there strong policy reasons for providing a translation?
- Do the size and the importance of the target group justify the cost?
- What kinds of documents are especially crucial?

The Office for Communication Services (OCS) is at present exploring innovative language solutions, seeking cooperation and firm commitments from LWF member churches and partners to actively support the LWF's objective to make LWF documents accessible in a cost effective way in a variety of languages. Moreover, OCS has in recent years sought close cooperation with the WCC Language Service.

The following goals have been set in motion:

- **November 2006:** LWF member churches are contacted, inviting the member churches to join a pilot project;
- **January 2007:** Indication of 1 or 2 pilot projects as well as identifying training and funding needs;
- **1st Quarter 2007:** Equipping the participating member churches with the necessary tools, such as resource and reference material. Agreeing on requirements of consistency and working styles as well as additional training, if needed.
- **4th Quarter 2007:** Evaluation according to the following criteria:
 - Cost effectiveness

- Quality
- Availability/timelines

As soon as the new structure of the WCC is in place, OCS will proceed in negotiating joint language solutions with the ecumenical partners in the Ecumenical Center.

4.4.2 INFORMATION TECHNOLOGY (IT)

As a direct result of the SWOT analysis, an evaluation of the information technology (IT) needs of the LWF Secretariat was undertaken with two consultants from LWF member churches. The final report highlights several key points to be taken into account with regard to the current and future LWF IT infrastructure.

The report also emphasized that: the proposed databases should be based on open standards, and should be modular and highly flexible; there should be an accompanying thorough revision of workflow; and there should be major efforts in IT training for staff.

Further recommendations included the naming of a database administrator to lead and manage the database projects, and ensuring careful attention to staff input. With regard to joint ecumenical efforts, some key issues related to modularity, flexibility and open standards need to take into account the specific needs of the LWF.

Essential goals include:

- upgrade the secretariat with modern technology in its IT operations.
- creation of a joint and unified Web-based address database together with other organizations in the Ecumenical Center in Geneva;
- creation of a unified project management database;
- creation of an ‘intranet’ for the Secretariat and
- upgrade the technology in the Archives

4.4.3 DECENTRALIZATION

Over the past few years, there has been an intentional approach within the LWF Secretariat towards decentralization of work as well as a sharing of work within the Communion. The

decision to decentralize is a move to further strengthen the sharing of work and responsibilities within the Communion and collaboration with partner organizations. In this respect, it is important to underline that ‘decentralization’ is not the same as ‘outsourcing,’ which has taken place and is taking place within the LWF Secretariat in many ways.

With regard to the three priority areas, decentralization is in many ways linked to Priority Area 1: Strengthen the communion of Lutheran Churches in mission, as well as to the cross-cutting priority emphasis on enhancing communication, mutual accountability and sharing.

Possible goals of decentralization include:

- a more equitable distribution of resources;
- more effective response to varying needs and expectations of the LWF communion;
- keeping up with current demands;
- ensuring greater ownership of the LWF’s mission within the LWF constituency.

On the mandate of the LWF Council (Bethlehem 2005), an Advisory Group on Decentralization was established with one Council member from each region, and was asked to address the following questions:

- What kind of decentralized work exists already and how is it working?
- Would a more decentralized Secretariat result in increased member church and agency funding?
- Does decentralization also include, by implication, the possibility of complete devolution of certain services to member churches or related agencies?
- How do priorities established by the LWF governing bodies get shared systematically with member churches and related agencies?
- What is asked of these partners that is integral to LWF's mission?

The Advisory Group has been analyzing work processes and will make concrete recommendations.

4.4.4 SPACING OF COUNCIL MEETINGS

The spacing of LWF Council meetings has been a recurrent item on the agenda of the Council. At its 2005 meeting, the Council voted to change the frequency of Council meetings by amending Article 4.3.1 of the LWF Bylaws as follows: "Between Assemblies the Council shall normally meet once in every twelve to eighteen-month period."

In addition to cost savings, the wider spacing of meetings provides more time for the implementation of resolutions and decisions of the Council and related committees. The decision also points to the fact that the reduced time needed for meeting preparations would allow more time for programmatic work.

CONCLUSION:

The ongoing Process of Renewal

The Strategic Planning Process (SPP) for the LWF Secretariat aims to guide and steer the Secretariat to address, meaningfully and effectively, the changes and challenges it faces. With a mandate from the Council, the SPP has been developed through a participatory process that works with the positive tension between the need for continuity and the need for change in the complex contexts of changing environments, expectations and opportunities.

The SPP has utilized a systematic process to identify and agree on priorities that are essential to the LWF mission and vision, in being responsive to its calling, and to the complex environment in which it serves. The goal is to build commitments among the member churches and other partners in order to guide and manage its resources and energies to achieve these priorities.

In fulfilling its mandate, the Strategic Planning Process has aimed to:

- Discern the multiple contexts in which the LWF is engaged.
- Propose the way forward to redefine the LWF's strategic objectives (identified as 'Priority Areas') according to the prevailing circumstances and to formulate operational plans (identified as 'Directions' and 'Programmatic Goals') for achieving these objectives.
- Identify an efficient and sustainable Secretariat supporting and complimenting the ministries and witness of its member churches in their ministries, while reflecting the diversity and common concerns and challenges of the Communion.

The challenge of turning this vision into reality is a formidable one. The Strategic Plan document, as presented here, will be used as the basis and framework to develop the detailed Operational Plan, which will reflect the specific requirements and resources associated with its full implementation. Furthermore, the Operational Plan will form the basis of the annual Statement of Needs.

In its specific details, the Operational Plan will:

- Allow for more precise planning of staffing and infrastructure.
- Include processes for staff recruitment and program development.
- Include a framework for monitoring and evaluation.
- Allow for dynamic changes.
- Leverage the full strengths, interests and talents of the Secretariat staff, promoting skills-development and an atmosphere for effective innovation.
- Link with the strategic plans of the departments and offices within the Secretariat.

The Renewal Process

The Strategic Planning Process is interconnected with the overall renewal process for the whole LWF. The SPP is based on directions provided by recommendations of the LWF Tenth Assembly in July 2003 and the mandate provided by the LWF Council in September 2004.

The LWF Council, meeting in Bethlehem in 2005, gave further direction and mandate for the overall process of renewal for the LWF.

It is evident that, during the SPP, broad policy and structural issues have been identified, which will significantly impact on the bonds of relationship among the member churches. Since these issues go beyond the Strategic Plan for the Secretariat, a Renewal Committee appointed by the Council will address these issues.

The work of the Renewal Committee will involve consultation with the member churches, the Executive Committee and the Council. The Council will have the final decision with regard to the nature and content of the Final Report from the Renewal Committee. The Council will present the Final Report to the LWF Eleventh Assembly in 2010 for approval, with implementation anticipated to begin in 2011. (See Annex 9 for the *Terms of Reference for the Renewal Committee*.)

Strategic planning for the Secretariat is a continuous process, guided by the decisions of each LWF Assembly and given direction by the Council. In conjunction with the Final Report from the Renewal Committee, the 2010 Assembly will also review the results of the current Strategic Plan as it makes decisions for the future work of the Communion. Following the Assembly, the new Council will give direction for the framework and focus of the next phase of strategic planning.

Annex 1: The current global context

The current global situation reflects a complex array of often-contradictory trends. The LWF and its member churches are inevitably implicated in these contradictions. The LWF's strong self-understanding as a communion of churches challenges us to make full use of new possibilities for strengthening the life and witness of the Communion, and to respond as a communion to old and new sources of suffering in the Body of Christ and the whole human family.

In many places throughout the world today, there is a rising interest in—and hunger for—spirituality, although often accompanied by a deepening skepticism regarding traditional religious organizations. The rapid expansion of membership in many of the LWF's member churches in the South has provided a contrast to the rapid decline in membership in many of the historic mainline churches in the North.

The popular identification of terrorism with specific religious communities has added a special challenge and urgency to efforts for inter-religious dialogue, understanding and cooperation. The risk of the 'clash of civilizations' becoming a self-fulfilling prophecy has been dangerously increased. Political, militant and religious fundamentalism is on the rise in many of the major world religions. All religious communities have a responsibility to work to forestall these trends, insofar as they lead to greater division and conflict in the human family.

New possibilities for communication and encounter as a result of advancing technology have truly made the world into a global village in which we are all neighbors. These developments offer enormous new potential for building community, communion and bonds of human solidarity across national, geographic and other boundaries. But at the same time, old nationalism and racial and ethnic prejudices persist, also within and among the churches, and in some cases have increased. In addition, the increased availability of information has not always resulted in enhanced solidarity with those who are suffering, but has resulted in 'compassion fatigue'.

The processes of economic globalization have resulted in the creation of unprecedented levels of wealth, and in unprecedented numbers of people being lifted out of poverty in at least some parts of the world. But the wealth has been very poorly distributed, and the gap between rich and poor (and between the powerful and the powerless) has widened greatly, while poverty in many other parts of the world has continued largely unabated.

The freedom of movement of people across the globe has been massively enhanced. But the processes of immigration have provoked a counter-reaction in many societies. Even the moral and legal obligation of hospitality to refugees and to those seeking asylum from persecution has been compromised.

Traditional inter-state conflicts have declined greatly. But intra-state conflicts continue to affect large numbers of people around the world, and the 'war against terror' has become an all-consuming pre-occupation—or pretext—for many governments. In the name of security, individuals' rights are being increasingly restricted and qualified—even to the extent of condoning torture.

The HIV and AIDS pandemic, along with other diseases such as Malaria and Tuberculosis, continue to pose challenges to all partners involved in relief and development, as indeed to the life of the churches and to the very notion of what it is to be Church in the current moment. The challenge of HIV and AIDS demands not only care for people living with HIV and AIDS, but also conversion on the part of the churches in their attitudes and self-understanding.

Annex 2: Current challenges with regard to the understanding of inner Lutheran unity and the expression of communion

Our self-understanding as the LWF is that we are a communion of churches. This fundamental starting point involves a shared commitment to the common life of the LWF member churches as a gift, a task, and a challenge. Belonging to a communion of churches goes beyond being members of the same organization. It refers to what we are and our relational unity in diversity. But it is also expressed in what we do together as churches, working jointly with partner agencies. It includes an ethos of mutuality and inclusiveness, in the sense that all are given an important role as partners in God's mission.

The LWF Eighth Assembly in Curitiba (1990) defined communion in a comprehensive way, as being spiritual, sacramental, confessional, witnessing and serving. The Message of the Tenth Assembly in Winnipeg (2003) stated: "Therefore, we are called to share our resources and perspectives with each other, as well as to challenge and provoke one another to new horizons of faithfulness that go beyond what we can see or do as individual members churches."

The calling of the LWF, specified in these ways by LWF assemblies, remains an essential challenge within the comprehensive mission of the LWF. The sharing of resources and perspectives should stimulate the churches, working together with partner agencies, to move toward new horizons of faithfulness that go beyond what anyone can see today. In this, the LWF shall both assist the cooperation of the member churches in areas that are essential for their life and nature as churches and also be an instrument for joint mission and diakonia where the churches cannot be operational by themselves.

There are differences, however, among the member churches in how they see their role within the Lutheran church family. While some churches embrace being part of a communion as integral to their self-understanding and strongly affirm mutual relationships, others tend to

approach their relationships to the LWF more pragmatically. Although a number of recent studies have been carried out on the meaning and implications of the LWF being a Communion,¹ it still seems unclear for many churches what sort of ecclesial communion is established through the LWF.

It is important for the LWF to pose some fundamental questions in this regard. First of all, one must ask why it is that churches, which have strong organizations of their own, are sometimes less directly committed to the LWF as a communion than churches that have limited resources. It is clearly the case that smaller, often minority, churches have a more explicit need than larger churches for the fellowship of the LWF with regard to their identity and mission in the local setting. But another aspect may have to do with how the different member churches see the importance of a wider, global framework in pursuing their calling as churches. As the ecumenical movement moves on, do the larger, stronger churches, with their many relationships, have difficulty seeing the importance of the LWF as a their 'closest family' playing a significant role both for the shared life of the churches themselves as well as ecumenically?

¹ E.g., *The Church as Communion*, Heinrich Holze, ed. (LWF Doc. 42/1997); *Communion, Community, Society*, Wolfgang Greive, ed. (LWF Studies 1/1998); *Between Vision and Reality: Lutheran Churches in Transition*, Wolfgang Greive, ed. (LWF Doc. 47/2001); *Communion, Responsibility, Accountability*, Karen L. Bloomquist, ed. (LWF Doc. 50/2004).

There still seems to be unclarity, also, about the ecclesial nature of the LWF as a communion. Is the Communion of the LWF meant to be, as some still suspect, a type of global ministerial leadership providing a hierarchical form of visibility to the Communion? Is this what was envisaged when the LWF member churches declared altar and pulpit fellowship at the LWF Seventh Assembly in Budapest (1984)? In this regard, we should refresh our memories today by the words of the Budapest Assembly itself, which stated:

“The Lutheran communion of churches finds its visible expression in pulpit and altar fellowship, in common witness and service, in the joint fulfillment of the missionary task, and in openness to ecumenical cooperation, dialog and community... The LWF is an expression and instrument of this communion. It assists it to become more and more a conciliar, mutually committed communion by furthering consultation and exchange among its member churches and other churches of the Lutheran tradition, as well as by furthering mutual participation in each other’s joys, sufferings, and struggles.”²

Clearly, this way of interpreting the LWF’s mission has a very full and integrated scope, to be understood in a way that includes the whole congregation, its spiritual life, witness and service.

A further question relates to the understanding of communion within the present context of ecumenical reconfiguration. It has become an accepted ecumenical convention to designate confessional families as Christian World Communions (CWCs), and to consider the ecumenical movement as a cooperative partnership of individual churches, CWCs, regional ecumenical organizations (REOs) and specialized agencies for mission and diakonia.

One must always bear in mind, however, that the notion of communion is essentially a theological concept, which carries in it the dimensions of its Greek equivalent, *koinonia*.³ The concept pertains both to the sacramental life of the church and to the spiritual and material sharing of gifts characteristic of the Christian community. The self-designation of the LWF as a communion must always carry with it a clear awareness of this theological meaning of the communion concept, by which the LWF is inseparably related to the life and mission of local churches and of the one Christian Church.

² LWF Report No 19/20, February 1985.

³ Cf. *Communio/Koinonia. A New Testament – Early Christian Concept and its Contemporary Appropriation and Significance*. A Study by the Institute for Ecumenical Research, Strasbourg 1990.

Annex 3: Ecumenical relations and ecumenical reconfiguration

The member churches, with their governing structures, have the authority to enter into official ecumenical relations and cooperation with different church partners according to their given traditions, needs and opportunities. As a global church family, the LWF is directly impacted by all ecumenical developments that involve the member churches in one way or another. The mission of the LWF as a communion of churches in the area of ecumenism is closely related to the ecumenical mission of its member churches. This is shaped both by a shared confessional basis and by the different challenges and possibilities that present themselves in the specific regions where the life of the churches unfolds.

The ecumenical profile of the LWF as a whole is therefore necessarily a differentiated one. Because of this, networking with member churches is an essential and urgently important part of the ecumenical mission of the LWF. Through this, it seeks to empower its member churches in vital areas and at the same time seeks to ensure coherence and accountability as a committed global ecumenical partner without which the ecumenical work of the member churches themselves would be undermined.

Since its inception, the LWF has been an active participant in ecumenical programs for mission, diakonia and humanitarian assistance, as well as study processes initiated by different ecumenical partners on issues facing the churches and the human family. These forms of ecumenism substantiate the faith and commitment of the Lutheran family in specific areas and contribute at the same time to the significance and relevance of the ecumenical movement. The LWF has also, over the last forty years, been a strong promoter of bilateral theological dialogues. Experience has shown that dealing directly with inherited doctrinal issues contributes significantly to the removal of misunderstandings and the establishment of mutual understanding and trust in areas of faith.

The ecumenical movement at large must be seen as a multifaceted development, characterized both by dimensions of life and work and dimensions of faith and order. Whereas some strands of ecumenism provide focus on issues of church doctrine and ministry, other strands practice holistic forms of ecumenism, characterized by joint ecumenical participation in local events and ceremonies and in various forms of diakonia and shared responsibility in the face of social challenges. The complementarity of these strands is broadly agreed on in principle, but is insufficiently developed in practice. A consequence of this is that theologically based forms of ecumenism do not necessarily lead to common life and service and, vice versa, diaconally based ecumenism does not necessarily include focused consideration of doctrinal issues. As a global communion of churches, with close connections with its member churches in all regions of the world, the LWF is well placed to contribute to the inseparability in practice between faith and life in ecumenical work.

The strong growth of Pentecostal and Evangelical movements is a development that LWF member churches experience in most parts of the world—not only as a phenomenon outside or around the churches, but also in their midst. This development is changing the landscape of church life to a high degree. In some cases, this is linked with fundamentalist approaches to Scripture that are inconsistent with the Lutheran tradition. LWF member churches locally relate to these developments in different ways. However, it is important for the LWF also to pursue relations with Pentecostals and Evangelicals directly.

The LWF is committed to the multilateral forms of cooperation represented by the World Council of Churches, the Conference of Secretaries of Christian World Communions and the Global Christian Forum, which promotes relations with, and among, Evangelicals and

Pentecostals. Since the proposed reconfiguration in the ecumenical movement was proposed by the WCC in 2003, the LWF has participated actively in all its stages and contributed to its direction. It will be an actor in the upcoming WCC-CWCs Joint Consultative Commission. The next years will most likely see the emergence of new patterns of ecumenical cooperation. In particular, efforts are currently being made within the WCC to explore (as called for by the LWF and WARC) how ecumenical assemblies at the international level can be appropriately reconfigured in the years to come.

The process of reconfiguration will lead to new forms of partnership and resource sharing in ecumenical work. Reconfiguration should not, however, be seen primarily as a resource-saving process, but as a process by which stewardship of ecumenical resources is improved, through new constellations of cooperation, secondment, etc. among churches and church-based organizations. The distribution of tasks and allocation of resources within the Secretariat in the area of ecumenical work is an important element of the current strategic plan. Exploring new forms of cooperation with the Institute for Ecumenical Research, Strasbourg, will be a significant element in this process.

Annex 4: LWF organizational profile

The highest decision-making body of the LWF is its Assembly, which is normally held every 6 years. Between assemblies, the LWF is governed by a Council that convenes every 12 to 18 months, and by its Executive Committee, which also serves as the LWF Board of Trustees and LWF Personnel Committee. The Council comprises the President, the Treasurer and 48 members elected by the Assembly.

The Assembly consists of representatives of the LWF member churches. As the principal authority of the LWF, the Assembly is responsible for the LWF Constitution, gives general direction to LWF work and elects the President and members of the Council. It also takes action on the address of the President, and the reports of the General Secretary and the Treasurer.

The Council decides on the structure of the LWF headquarters, sets the budgets of the LWF Secretariat and presents an annual report to the member churches. The Council elects from its membership an Executive Committee, Program and Standing Committees as well as a Project Committee, and appoints their chairpersons.

These committees review and evaluate the work of assigned Secretariat units, report to the Council on the work of the Secretariat units, and propose to the Council policies, strategies, and short- and long-range programs for the Secretariat units. According to the committees' Terms of Reference, each committee shall "in its proposals and planning take into account to the fullest possible extent relevant facilities made available through LWF member churches, national committees, related agencies, and other appropriate bodies within the Lutheran and ecumenical communities."

Annex 5: Organigram of the LWF



Annex 6: SWOT Analysis – LWF Secretariat

Strengths

1. **Our Grounding:** The shared faith, purpose, tradition and ethos of the LWF as an inclusive communion of Lutheran churches.
2. **The Size and Involvement of Member Churches:** 138 member churches, with over 65 million members, who are faithfully engaged in ministry, mission and diaconia in very diverse local contexts around the world.
3. **Representativity:** The diverse staff of the secretariat reflects this inclusive, global communion, and intentionally seeks to ensure the leadership of women and youth.
4. **An Ecumenical Instrument:** A recognized means through which member churches are able to relate officially to other churches and ecumenical partners globally, in the pursuit of Christian unity.
5. **Theological Resources:** Critical reflection and development of Lutheran perspectives for churches to face spiritual, theological, ethical and interfaith challenges today.
6. **Networks of Relations:** The many networks in which member churches and partner organizations are involved for the sake of working for the common good.
7. **Recognition:** Internationally recognized as a prominent Christian world communion (CWC) and a reliable non-governmental organization (NGO), working with and through local communities and civil society.
8. **International Diaconia:** Many years of experience and developed expertise in humanitarian assistance, ecumenical diaconia, sustainable development and advocacy.
9. **Synergies:** Able to cross units, disciplines, geographic and other divides for the sake of effective work.
10. **Commitment:** Highly motivated and committed staff able to work under difficult circumstances.

Weaknesses

1. **Public Profile:** Work of LWF not well known in the public sphere and in its constituency.
2. **Vision:** Lack of shared understanding of vision and clear criteria for setting priorities.
3. **Coordination:** Insufficiently coordinated planning leading to competition, isolation and duplication in some areas of work.
4. **IT-Environment:** Restrictive, limiting IT infrastructure and limited Web and database resources.
5. **Competencies:** Inadequate correlation between staff competencies and what the work actually entails.

6. **Database:** Absence of a comprehensive member church database.
7. **Flexibility and Efficiency:** Structures, management and procedures lack flexibility to adapt to different kinds and ways of working and needs in a changing work environment.
8. **Internal Communication:** Insufficiently open and transparent internal communication.
9. **Fundraising:** Cannot freely raise our own funds, and lack of a clear fundraising strategy.
10. **Institutional Memory:** Insufficient procedures for securing institutional memory and follow-up of programs.

Opportunities

1. **Bridge-Building:** The need for more bridge-building and reconciliation in today's fragmented globalized world.
2. **Civil Society Engagement:** Increased interaction with global movements for social, economic and environmental justice.
3. **Ecumenical Reconfiguration:** Ecumenical reconfiguration process seeking increased and streamlined ecumenical cooperation.
4. **Accessible Information:** Demand for easily accessible information about religious organizations and their mission.
5. **New Partners:** Increased cooperation with mission societies and other agencies.
6. **New Fund-Raising Possibilities:** Possibility of increased bilateral financial support from government/EU sources.
7. **Changing Relationships:** Changing understandings of mission, growth of churches in the global South and changing funding patterns provide new opportunities for more mutual relations within the Communion.
8. **Multifaith Cooperation:** In an increasingly multi-faith world, more opportunities to work with people of other faiths for the sake of peace, justice and sustainable communities.
9. **Information Technology:** Spread of modern information technology, database systems and networks. Need to enable LWF member churches to more fully participate in IT.
10. **Global Alliances:** Discussions within the ecumenical community regarding new approaches and alliances for future coordination, collaboration in areas of relief, development and advocacy.

Threats

1. **Erosion of Funding Base:** Decreasing membership in mainline churches in the Northern hemisphere, which leads to reduced resources within the LWF.

2. **Fundamentalism:** Increase in fundamentalist tendencies in churches and religions.
3. **Declining Impact:** Declining public impact of mainline churches in some increasingly secularized and multi-faith societies.
4. **Tensions and Power:** Tensions within and among member churches related to exercise of power and disagreement on contentious issues.
5. **Divisions:** Growing economic, theological and digital divides between and within developed and developing countries.
6. **Localized Focus:** Congregations and churches focus increasingly on local and national challenges at the expense of the global.
7. **Dependency and Demands:** Increased dependency on back-donor funding and increasing stakeholder demands.
8. **Competition:** Increasing competition in areas of development, humanitarian assistance and public profile.
9. **Conflicts and Crises:** Increasing expectations that we respond to global conflicts and crises.
10. **Governing Body Involvement:** Limitations in the time of members of the LWF governing bodies for LWF business and follow-up in their churches.
11. **Expectations:** Many, highly diverse and sometimes contradictory expectations from the constituency of the LWF.
12. **Multilateral Relations:** Bilateral initiatives overshadowing multilateral relations.

Annex 7: Criteria for Priority Setting, Council Bethlehem 2005 (Exhibit 8.1.3)

Criteria for Priority Setting

Priority setting for the work of the LWF Secretariat is undertaken within the setting of the common life of the LWF as a Communion, regulated by

- *its official documents and*
- *official actions by the Assembly, the Council and mandated committees.*

A program/activity will be acted on only when it serves to further at least one priority area adopted by the Council.

To serve as a practical tool in setting of priorities, criteria are established. Priority should be given to those programs and activities, which are supported by the criteria to the highest degree. In this way, the criteria help to ensure that the work of the Secretariat supports and furthers the nature and purpose of the LWF.

A program or activity should be prioritized when it

- relates to pressing concerns in the life and mission of member churches and their diaconal mandate;**
- strengthens the bonds of the LWF as an inclusive Communion;**
- promotes cooperation with global and ecumenical partners, seeking to make distinct contributions;**
- builds on, and increases, interdepartmental and interdisciplinary collaboration within the Secretariat;**
- can demonstrate funding potential, sustainability and sufficient human resources.**

Annex 8: Operational Plan for the Office for Personnel

OP Action 1: Synergies at the level of OP desk

Goal	Links to Strategic Plan	Outcome
1.A To maintain insurance policies for staff (Geneva, field and others) at the same level, but with reduced in-house service and improved out-sourced structure	Priority area 1 Direction 1.4 Programmatic goal 1.4.5 Internal communication in LWF Secretariat on this issue	Reduction OP position on insurances from 100% to 50%, starting 01-09-2006 Distribution tasks internally (PSL and AW): Analysis of feasibility with HK, and report in January 2007 Improved and efficient outsourced service (AXIOM)
1.B Payroll is currently too much time consuming. Costs have to be reduced: To maintain outsourcing with Ernst & Young with increasing pressure for better control and error elimination, so that less in-house control will be required	Priority area 1 Direction 1.4 Programmatic goal 1.4.5 Internal communication in LWF Secretariat on this issue	Improved outsourcing services as of 01-2007 Reduced working time of one staff person from 60 to 50% starting 01-04-2007, compensated by short-term contracts

OP Action 2: Inclusiveness in staff configuration

Goal	Links to Strategic Plan	Outcome
To respect LWF Budapest Assembly 1984 commitments on gender justice & balance among LWF staff, extended to youth and regional representation	Priority area 1 Direction 1.3 Programmatic goal 1.3.1 Communication on web, in annual report, reporting to ExCom and Council on LWF Secretariat policy on women and youth	Executive staff in Geneva should increase from 38% female (2006) to 50% by 2009 Male support staff in Geneva should increase from 13.5% male (2006) to 20% by 2009 Female DWS Field staff should increase from 20% (2006) to 40% by 2009 Geneva staff under 30 years (interns and trainees with more than 9 months contract included) should increase from 17% (2006) to 25% by 2009. Average age in Geneva should be reduced from 48 years (2006) to 44 years by 2009, and in the field (DWS) from 51 years (2006) to 46 years by 2009. Executive staff members should correspond to the LWF membership pro-rata from the South and Eastern Europe (38%) and from Western/Nordic Europe and North America (62%).

OP Action 3: Professional capacity building of LWF staff

Goal	Links to Strategic Plan	Outcome
Competence of all LWF staff (Geneva and field), including new forms of collaboration, is improved	Priority area 1 Direction 1.3 Programmatic goal 1.3.1 Communication in internal reports and to ExCom and Council on initiatives about capacity building and leadership in the LWF Secretariat	Conversations for Staff Development and Performance Review (CSDPR) are organized once per year in all units and for all LWF staff with a minimum of a 1 year contract, starting 2006/2007 Staff training and development is encouraged: each staff member follows at least one training session in a period of five years Staff rotation between departments and units will increase performance and motivation On-line jobs, staff sharing across unit lines, junior staff, short-term and temporary employment for active and retired staff and consultant positions, internships and voluntary positions will be tested

OP Action 4: New funding principles for OP

Goal	Links to Strategic Plan	Outcome
Expenses for OP budget from A budget will decrease constantly during the coming years.	Priority area 1 Direction 1.4 Programmatic goal 1.4.3 and 1.4.4 No special communication need	Introduction of ABC (activity based costs) funding (project related costs to be calculated also for certain OP staff, particularly from DWS). ACT contract costs will be invoiced to ACT Regular charging for overhead costs for non-LWF staff linked working time

OP Action 5: OP offers Services to and co-operates with the WCC and other Christian World Communions (CWCs)

Goal	Links to Strategic Plan	Outcome
To accomplish a common work space where tasks can be shared between LWF and WCC, especially on the administrative level	Priority area 2 Direction 2.2 Programmatic goals 2.2.1 and 2.2.3 Internal communication WCC and LWF	Realignment of Staff Policies and Regulations (ongoing from 2007 to 2009) Mobatime software used also by WCC, with supervision LWF (end 2007?) Contracts for expatriates dealt by LWF (2008) Management of insurance issues with one common broker (2008) Common HR data base: 2008/2009 Payroll administration on same software put in common: 2009 Common office space for certain activities: 2010?

OP Action 6: Measures on work environment:

Goal	Links to Strategic Plan	Outcome
To improve staff motivation and introduce change management	Priority area 1 Direction 1.4 Programmatic goals 1.4.1 and 1.4.5 Change of name in all official texts and documents	Name of OP unit to be changed into LWF HR unit in 2007 Successive introduction of non-financial incentives and job security measures to improve working conditions (sabbatical and study leave, new vacation policy, compensation measures etc.), starting in 2007 OP will take active role in change management when introducing the LWF Strategic Plan, as of mid-2007

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Annex 9: Terms of Reference: Renewal Committee

- A broad consensus shall be sought regarding new patterns of organizational relationships that better reflect the vision/mission of the LWF as a communion of churches under a new set of historical conditions.
- Such a consensus shall be arrived at by and through a process of intensive consultation with the member churches, National Committees, agencies and other closely related ecumenical bodies such as the World Council of Churches, Christian world communions, regional ecumenical organizations etc.
- In this process attention shall be paid to the present governance structures in order to ascertain their relevancy in strengthening the Communion.
- Social, global and ecumenical contexts of the LWF work shall be analyzed in order to assist in identifying challenges and core-priorities.
- The Renewal Committee shall report regularly on the process to the Council via the Executive Committee.
- The Council will have the final decision with regard to nature and content of the report to be presented to the Assembly in 2010.
- The Renewal Committee will be composed of 10 members representing the 7 LWF regions.
- The General Secretary shall assist and advise the Renewal Committee and shall provide for its secretarial support.

(Approved by the Executive Committee, March 2006)