

LWF Communion Office Operational Plan 2015-2016

Introduction:

This Communion Office Operational Plan (COOP) sets out the second phase of the two-year implementation plan of the LWF Strategy (2012-2017). The COOP is structured around the priorities and goals in the LWF Strategy, with lead responsibility assigned to specific departments. The objectives and progress indicators and analysis of the implications of the plan with respect to relationships, risk, finances and human resources are outlined for the two years. The cross cutting priorities are joint work across departments. A specific COOP for the 500th Reformation Anniversary is also outlined towards the end of the document.

Priority 1: A communion strengthened in worship and ongoing theological discernment, ecumenical dialogue and interfaith collaboration	
Lead responsibility: Department for Theology and Public Witness	
<p>LWF Strategy Goals</p> <ul style="list-style-type: none"> ❖ We continue to articulate what it means to be Lutheran today, deepening our understanding of the gospel and promoting our understanding of the theological basis for our identity and shared mission. ❖ The understandings and contextual insights and “knowledge’s” of the member churches from all parts of the world are welcomed as gifts and brought into conversation to shape and deepen our theology, spiritual life, and work together. ❖ As a communion maturing in our connectedness and understanding, we find ways of respectful discussion and discernment in areas of difference, particularly on issues that could threaten our unity. ❖ In all our expressions, we remain strongly committed to ecumenical dialogue and relationships and, together with our ecumenical partners, we build bridges and dialogue with other faiths. 	<p>Headline performance indicators 2015-2016</p> <ul style="list-style-type: none"> ❖ The LWF member churches and ecumenical partners involve themselves increasingly in reflections and activities arising from the LWF themes of the Reformation Anniversary. ❖ Evidence of increased understanding of and commitment to the communion relationships among the LWF member churches with particular emphasis on strengthening Lutheran theology and practice. ❖ Proven evidence of LWF influencing change in policies and programs of the UN and other international agencies that benefit the poor and vulnerable.

Objectives	Progress Indicators
<p>1. LWF member churches, related organizations and ecumenical partners have increased their awareness of and engagement with the commemoration of the 500th Anniversary of the Reformation and thematic approach to it.</p>	<p>a. A majority of the member churches is involved in a participatory process of the LWF 12th Assembly within the framework of the Reformation Anniversary.</p> <p>b. The related organizations are involved in the content discussions relating to the Reformation Anniversary.</p> <p>c. The LWF is developing common agendas with ecumenical partners for joint commemoration of the Reformation Anniversary.</p>
<p>2. LWF member churches are strengthened in their shared understanding of and theological reflection on what it means to be Lutheran in different contexts and in their communion relationships.</p>	<p>a. Sharing of relevant theological resources among the member churches has increased.</p> <p>b. Engagement of regional meetings related to theological discernment of communion self-understanding.</p> <p>c. Evidence of commitment among member churches and regions to joint communion initiatives on theological formation, gender and climate justice, worship life and ecumenical as well as interfaith relations.</p> <p>d. A network of theological institutions and Lutheran theologians working in the field of theological formation has been established.</p>
<p>3. LWF member churches have, together with other civil society and interfaith partners, deepened their understanding and strengthened their commitment to justice, peace, and human rights as well as to the full participation of women and men in church and society.</p>	<p>a. There has been increased involvement and awareness of advocacy work by LWF member churches.</p> <p>b. The Communion Office (CO), member churches, and Country Programs have made significant progress toward implementation of the Gender Justice Policy.</p> <p>c. There is evidence of academic collaboration and progress toward shared agendas through interfaith engagement on religion in public space and equal citizenship.</p>

Analysis and implications

Context

In the course of its second year of functioning and as a result of intense internal discussions, the Department for Theology and Public Witness (DTPW) has clarified and strengthened its internal understanding of its mandate and vision. Given this and the fact that there has been and continues to be considerable growth both in programmatic responsibility and staff numbers, it is better equipped to prepare itself for the new COOP period. More attention needs to be paid in communicating the mandate of the department to the member churches and related organizations. The department's contribution to the theological grounding of the work of the LWF Communion Office remains vital particularly with regard to global processes. The major programmatic framework defining the work of the department is the 500th Anniversary of the Reformation and its theme and sub-themes. The changing ecumenical and interfaith landscape, new issues relating to gender and climate justice arising at the global level, and theological or ethical issues affecting communion relations require observance and analysis as to how the ongoing programs of DTPW are serving the joint witness of the LWF and its partners for a just and reconciled world.

Key relationships

DTPW has an abundance of relationships: LWF member churches, Lutheran theologians and theological institutions; United Nations agencies and NGOs; ecumenical partners such as Roman Catholics (the Pontifical Council for Promoting Christian Unity), Anglicans (particularly through the Anglican Communion Office), Orthodox, Reformed (World Communion of Reformed Churches (WCRC)), Mennonites (Mennonite World Council) and Pentecostals (mainly through Assemblies of God), as well as multilateral ecumenical organizations such as the World Council of Churches (WCC), WCRC, the Conference of European Churches (CEC), the Global Christian Forum (GCF), the Christian World Communions Secretaries (CWC); ACT Alliance; Ecumenical Advocacy Alliance (EAA) and the Ecumenical Church Loan Fund (ECLOF). The major partners for interreligious dialogue are the Institute for Islamic Studies and the University of Münster, Germany; as well as various Muslim relief organizations through the Department for World Service (DWS). Work on gender justice and women's empowerment is done in collaboration with church related women's desks and women's networks as well as networks of women theologians and academics.

Major risks

Even though a significant segment of DTPW's programs are covered by the core budget, the department's major risks relate to its finances. Besides the LWF's own income (membership fees, Endowment Fund), a major part of DTPW funding is reliant on three big donors: the German National Committee (GNC) of the LWF, Church of Sweden and the Evangelical Lutheran Church in America (ELCA) Global Mission. Even though all these three are considered to be reliable long-term partners, DTPW should actively search for other funding partners in order to safeguard the financial sustainability of its work.

Personnel costs form a major part of DTPW expenditures. If there were to be considerable financial setbacks, the programs and staff positions might be

at risk. As this is not only true for DTPW, the LWF Fundraising Strategy is an important tool for achieving financial sustainability. At the same time, DTPW is actively looking for new long-term funding partners.

As a relatively new department of the LWF, DTPW and its mandate are still rather poorly known among the LWF member churches and related organizations. Given the fact that theology and ecumenical relations are generally rather challenging "products to sell", more attention needs to be paid to communicating the overall work of the department and the individual programs it is responsible for, both to the member churches and to the partner organizations.

The growing volume of thematic resources that are to be prepared for the Reformation Anniversary and the LWF Assembly in 2017 falls under the responsibility of the DTPW. New staff positions and the emerging programmatic activities are related to these increased expectations, which require good resource management and administrative support in the department. These risks related to fundraising and the increasing administrative requirements need to be discussed and solved at the LWF leadership level.

DTPW has recently received new programmatic responsibilities related to the communion self-understanding project and the theological formation network. Due to a lack of financial resources, readjustments needed to be made on the schedule of fully employed staff members. New structures based on team responsibility need to be developed alongside the traditional programmatic DTPW structures.

DTPW needs to be intentional in inviting member churches to reflect theologically and the department should pay particular attention to the agenda and methodology of such opportunities for theological reflection so that they strengthen trust and communion relations.

The work in DTPW is carried out by a limited number of staff. Losing staff due to illness or other reasons represents a risk. Mitigation needs to be discussed at the CO leadership level.

Financial implications

1. Due to the fact that the programmatic responsibility of DTPW will increase in 2015-2016 through its involvement in the preparation of Assembly documents and worship resources as well as work around the theological formation network and the climate justice program, there is an even greater need to increase the external funding. Based on initial discussions with some of the LWF funding partners during the spring of 2014, this looks realistic. More attention still needs to be paid to international funding (e.g. exploring funding potential within the European Commission's 7th Framework Programme in cooperation with academic partners).
2. As the communion self-understanding project will be closed by the end of 2015, more staff resources can be directed to strengthen the new program on the theological formation network during the last quarter of 2015. Funding for this program, which has an increasing importance for the LWF, has the potential for engagement with member churches, and also with related organizations.
3. The Reformation Anniversary preparations will be intense in 2016. This will create extra pressure on the DTPW budget, which is most probably going to continue to increase that year. In order to guarantee full staff resources as well as stable implementation of the core activities relating to these two major LWF processes, new structures of support from member churches need to be created. However, this does not always necessarily mean there will be a need for financial transfers, but it could affect the availability of staff resources and the ability to host LWF meetings.

4. The projected financial budget for DTPW for 2015 is Euro 2,199,931. Some of the necessary income still needs to be fundraised.

Human resource implications

As of May 2014 the total number of personnel has been 13, including three men and 10 women. One of the staff members seconded by the Church of Württemberg works as the Assembly Worship Coordinator. There is an agreement on this arrangement until the end of March 2016. The secondment or funding of the position after that date needs to be negotiated.

The Assembly Thematic Content Coordinator will join the DTPW team at the beginning of the COOP period. This position is expected to be created through a secondment from one or more LWF member churches.

The mid-term objective of the DTPW is to increase funding for the new program on theological formation in order to cover a full-time staff position working in this field immediately after this COOP period.

Priority 2: Member churches growing in capacity for holistic mission and deepening relationships with each other.

Lead Responsibility: Department for Mission and Development

LWF Strategy Goals	Headline Performance Indicators 2015 – 2016
<ul style="list-style-type: none"> ❖ There is increased common understanding across the communion of holistic mission as encompassing proclamation, diakonia and advocacy ❖ Member churches are confident to proclaim the gospel in their context, serve people and creation, and to build relationships ecumenically, with other faiths, and with civil society ❖ Member churches and regional expressions embrace leadership cultures and governance practices that are participatory, empowering, transparent, and accountable ❖ Women are actively and equitably engaged in the life and leadership of member churches and the communion and their unique gifts are valued. ❖ Young people have a place and a voice in all aspects of church and communion life, including decision making and leadership. 	<ul style="list-style-type: none"> ❖ Evidence of increased organizational capacities in the member churches for contextualized theological formation and good governance which includes the equal participation of men, women and youth. ❖ Member churches and diaconal organizations have increased contextual understanding of diakonia as an integral part of holistic mission, and are better equipped to serve in society. ❖ The LWF communion reflects a greater sense of ownership, belonging, and engagement within the communion

Objectives	Progress Indicators
<p>1. Member churches have increasing human resources with the capacity to provide for theologically sound and confident proclamation and witness in their respective contexts.</p>	<p>a. Member churches have greater capacity to increase the number of trained pastors and lay leaders who are equipped to offer theological education and formation in their context.</p> <p>b. Number of competent trained pastors and lay leaders in LWF member churches strengthen capacity for contextual Lutheran witnessing.</p> <p>c. Regional hubs and networks have contributed to clearly identified themes in theological formation for pastors and lay leaders.</p>
<p>2. Member church leaders in different functions are actively demonstrating leadership in responding to contemporary challenges of being church and capable of ensuring institutional sustainability.</p>	<p>a. Member churches have defined and agreed common understanding of theologically grounded leadership and good governance.</p> <p>b. Percentage increase in LWF member churches that demonstrate transformative leadership and good governance.</p> <p>c. Increased formation of current and future leaders in XX member churches on transformative leadership and governance.</p> <p>d. Number of member church projects that demonstrate increased participation of women and youth in leadership.</p>
<p>3. Member churches' diakonia and related diaconal organizations have developed common theological understanding and enhanced diaconal performance as transformation, reconciliation and empowerment.</p>	<p>a. Number of LWF member churches and diaconal organizations engaged in processes of mutual learning.</p> <p>b. There is increased quality of mutual learning that can be measured by the duration, in-depth and potential to multiply the engagement.</p> <p>c. Number of member church diakonia and related diaconal organizations working towards systematically improving their performance both at the strategic and the operational levels.</p>
<p>4. Member churches engaged in communion building, nurturing trustful relationships and mutual support.</p>	<p>a. Number of member churches actively engaged in communion-wide themes and processes e.g. Reformation, Lutheran identity, climate change and gender justice,</p> <p>b. Regional themes and processes are communicated and influence the global agendas of LWF</p> <p>c. Increasing initiatives across the different regions</p> <p>d. Number of member churches where progress has been made in</p>

	managing and transforming conflicts. e. Access to diversified mutual support mechanism to identified churches in need.
Analysis and implications	
<p>Context</p> <p>The contexts in which member churches live and proclaim the gospel is changing rapidly. Economic and financial crises continue to affect member churches and their related organizations in varied ways. On the one hand it requires churches to look again at their own structures and ministries to ensure continued financial sustainability, on the other, it affects their ability to share resources with other members of the communion. This has a double impact on DMD: firstly there is an increasing demand on the department to work closely with member churches towards developing strong institutional capacities for their ecclesiastical and diaconal ministries. Secondly, there is reduced funding to accompany member churches through project support and programmatic work. The past two years have therefore been critical for DMD in reflecting and reassessing the capabilities of the department to serve the LWF member churches within its mandate and core functions.</p> <p>During the last decades, DMD has worked to strengthen communion among member churches with special emphasis on regional expressions. This has resulted in very strong relationships, mutual support mechanisms and joint actions in the different regions. At the same time, it remains important for member churches to also connect and continue to grow in communion at a global level; learning together and jointly addressing and engaging in conversations with emerging and commonly agreed upon themes within the communion. This calls for intense efforts from DMD, taking opportunity of its regional coordination structures, to strengthen cross-regional connectivity, and build strong communion relationships among member churches at both interregional and global levels.</p> <p>Opportunities for funding development and other diaconal social actions of member churches are also increasingly accessible through local and regional structures of donor agencies.. There is also an increasing desire for most donors to be in close contact with the ultimate recipients. This is a great opportunity for member churches to finance their diaconal and advocacy actions through locally mobilized resources. However, the opportunity to access this type of funding comes with a lot of demands on member churches to provide capacity for better performance and professional implementation.</p>	
<p>Key relationships</p> <p>For DMD, relations with LWF member churches are foremost. The outcome of the research by the Task Force on Resource Sharing in the LWF Communion of Churches show that DMD's financial support comes from about ten related organizations in Europe and North America. There is a strong commitment to continue this cooperation, as there is a strong shared history and identity with most of these related organizations, which also consider the LWF as a strategic partner. DMD also works closely with LWF member churches and their related organizations including theological education institutions and diaconal arms.</p>	

DMD collaborates with ecumenical organizations such as WCC, EAA and ACT Alliance with respect to specific issues such as HIV and AIDS (WCC/EAA), and capacity for disaster preparedness (ACT).

Major risks

1. The implementation of the 2013-2014 COOP has revealed some grey areas around the division of labor between DMD and DTPW. As a consequence, both departments engaged in a dialogue process to better clarify their roles and how to develop strengthened synergies in theological reflection and formation, and advocacy work. As a result of this process, some initiatives started by DMD are being shifted to DTPW, with the understanding that they will be continued under a new format.
2. Income trends in DMD reveal that the department's funding has been declining over the past ten years. For several years now, DMD has had to cut back on its planned activities in order to match the available funding. The funding support has now reached a critical level and any significant reduction to the current income level will have serious implications on the department's ability to carry out its mandate and vision. The review process undertaken in 2014 and reflected in this COOP is an attempt to proactively take up the challenge of decreasing funding by further sharpening and positioning DMD's focus as it works with the regions and LWF member churches.
3. DMD's review process has resulted in more focused programmatic and project work, which entails the reduction of some programs/sub-programs and projects to be supported through the department. This more focused approach will demand the implementation of an exit strategy for both programmatic and project work.
4. DMD's review process has resulted in defining new areas of work and emphasis. There is need to ensure that the department has the requisite staff competencies and capacities to achieve the new programmatic directions.

Given the risks mentioned in view of the new directions of DMD, the DMD COOP objectives shall be reviewed and any necessary relevant changes will be reported to the MoO in November.

Financial implications

DMD will need Euro 8.2 million to finance its operations in 2015. The budget developed to support this COOP focuses on the desired outcomes to be measured by the different performance indicators for each objective, while providing a link to how the department's resources will be applied to achieve the planned results. This system will enable the department to track the achievement of its objective by content and make comparisons to the financial performance.

The budget assumes a reduced support to member church projects from the current level of Euro 4 million to Euro 3.1 million in 2015. This level will decline further to Euro 2 million from 2016 onwards. Programmatic activity budgets will increase from the current Euro 1.8 million to Euro 2.3 million due to the regional leadership consultations planned for 2015, including the Global Young Reformers Network encounter and the Marangu Reformation gathering in Africa. Compared to 2014, there will be a reduction in the Geneva Coordination budget following the decision to not replace staff persons

who retire.

DMD will strongly rely on the continued support of the member churches and the related organizations. This funding, though not yet assured, is planned for Euro 7.8 million. At this point, it is difficult to say how much of this projected income will be realized given the changes in the department's programmatic foci, in particular funding that was given to support work that will be discontinued. A slight increase in the allocation of membership fees has been negotiated to cover the remaining funding.

Human resource implications

During 2015-2016, the projected staffing level for DMD in the Communion Office will remain more or less the same, 15 staff members (4 male and 11 female). DMD also has one regional resource person located in the Asia region.

As a result of the DMD review process conducted in 2014, some of the current job descriptions will be revised with the support of the LWF HR office. The new emphases and areas of work will require additional competencies and capacities to successfully perform the functions. Targeted staff trainings are therefore needed, especially in the areas of:

- Program management: budgeting, planning, monitoring, evaluation and reporting
- Team management
- Fund raising
- LWF cross-cutting issues
- Quality communication internally and externally

The COOP 2015-16 is part of the LWF Strategy, to which the DWS Global Strategy is aligned. The 18 DWS Country Programs (CP) implement their own country strategies which are, in turn, in line with the DWS Global Strategy and adjusted to local needs and requirements. Each Country Program has its own management team in place, with DWS Geneva overseeing that management and ensuring the quality, policy development and compliance of each CP. Thus this COOP is confined to the role and tasks of DWS Geneva. An overview of the work of DWS will be provided in the program plan.

Priority Three: Effective and empowering diakonia addressing human suffering, injustice and emergencies	
Lead responsibility: Department for World Service	
LWF Strategy Goals	Headline performance indicators 2015-2016
❖ Lutheran churches and their members are better able to respond to human suffering and need and their capacities for diaconal work are	❖ By 2016, more LWF Country Programs have developed and

<p>supported and developed</p> <ul style="list-style-type: none"> ❖ The LWF is a reliable and effective voice for justice, peace, and human rights, and member churches have strong capacities for public witness on behalf of vulnerable and oppressed people ❖ The LWF’s global humanitarian and development programs give priority to marginalized and vulnerable poor people whose lives are threatened by conflict, emergencies, and natural disasters, with special regard for refugees and internally displaced persons, people affected by HIV and AIDS and the different needs and capacities of men, women and children. ❖ The LWF is a strong and active member in the ACT Alliance and there is effective ecumenical collaboration in diakonia and advocacy, both locally and globally ❖ Disaster preparedness and response have a stronger profile in the diaconal work of member churches and in the LWF’s country programs. 	<p>implemented “community led action for peace and justice” projects in connecting local work at grassroots to national and global level advocacy.</p> <ul style="list-style-type: none"> ❖ By 2016, LWF has reached out to at least two million women and men – including refugees, displaced persons and member of host communities. (Benchmark is 1.47 Mio in 2013) ❖ In the humanitarian sector, the budget to spend on refugees and internally displaced persons (IDPs) will increase from 32.4 Mio Euro in 2013 to 40 Mio Euro in 2016. ❖ Each year, LWF will have at least one contribution to the Universal Periodic Review (UPR) mechanism in Geneva.
<p>Objectives</p>	<p>Progress Indicators</p>
<p>1. DWS has improved its preparedness and response to all types of disasters and complex emergencies (SO1 DWS 2013-18).</p>	<ul style="list-style-type: none"> a. Evidence of timely and effective response to emergencies b. World Service reaches out to xx % of refugees /IDPs globally c. All country programs with refugee/IDP projects have partnerships with United Nations High Commissioner for Refugees (UNHCR) d. All CPs have preparedness and response plans in place
<p>2. The LWF member churches and Country Programs are increasingly involved in coordinated emergency preparedness and response (relates to SO1 DWS 2013-18).</p>	<ul style="list-style-type: none"> a. Evidence of more churches and Country programs working together in response to national emergencies b. Training material and emergency manual of LWF are developed in cooperation with the Department for Mission and Development (DMD) and related organizations for member churches

<p>3. LWF country programs apply a rights-based approach, demonstrate their commitment to accountability to affected populations; and employ modern, sustainable options to improve the livelihoods of the populations in its humanitarian and development work to increase economic justice at the grassroots (relates to SO 1, 2 & 3 DWS 2013-18).</p>	<ul style="list-style-type: none"> a. Evidence of systematic use of Results-Based Accountability (RBA) principles in planning documents and reports of xx Country Programs. b. Accountability is mainstreamed in the reporting system. c. Concepts of sustainable livelihoods are updated and experience exchanges and learning between Country Programs is strengthened.
<p>4. LWF/DWS has strategic and effective relations with related organizations, implementing partners, ACT Alliance and Associate Programs (relates to SPF 4 and OO 1, 2 and 3 DWS 2013-18).</p>	<ul style="list-style-type: none"> a. LWF has developed/renewed specific modalities of written cooperation agreements with xx related agencies. b. LWF has initiated programmatic cooperation with Muslim faith-based organizations c. A concept /guideline on how to work with local implementing partners is further developed (including capacity building concept). d. All Country and Associate Programs are actively engaged in ACT forums.
<p>5. LWF Country Program management teams achieve program quality consistent with internal policies and guidelines, international standards and best practices for effective program impact (relates to OO1, 2, 3, 4 & 5 DWS 2013-18).</p>	<ul style="list-style-type: none"> a. Monitoring and evaluation reports provide evidence of positive impact resulting from projects and programs. b. All Country Programs have well performing management teams. c. All Country Programs demonstrate financial viability. d. Number of Country Programs and staff having received training in identified priorities or number of training days per Country Program. e. DWS gets its recertification by Humanitarian Accountability Partnership (HAP) in 2015 with less than six “agreed corrective actions”.
<p>6. The LWF’s global humanitarian and development program is well funded (relates to SO 2 and OO3 DWS 2013-18).</p>	<ul style="list-style-type: none"> a. Consolidate resources for programs and increase funds for emergency response by xx %. b. Diversification of funding: a) increasing number of programs with new direct funding, such as the European Commission – Humanitarian Aid and Civil Protection (ECHO), the Bureau for Population, Refugee and Migration (BPRM), others;) b) Climate change funding opportunities are explored. c. LWF remains among the five largest UNHCR implementing partners based on turnover and number of sub-agreements.

	d. LWF deepens its relationship with other funding partners such as USAID, the European Union (EU), private foundations (Comic relief, War Child etc.) and Muslim organizations.
7. DWS has increased the visibility of its work for member churches, related agencies and other donors (relates to OO2 DWS 2013-2018 and OO2 LWF 2012-2017).	a. LWF governance expresses appreciation for DWS work. b. All Country Programs have a standardized LWF website. c. Resources to improve visibility of all Country Programs are available.

Analysis and implications

Context

The context for humanitarian and development work is changing rapidly. The new post-2015 framework to follow the Millennium Development Goals (MDGs) is yet to be finalized and the practical implications for global aid architecture need to be assessed and monitored over the timeframe of this COOP. Generally, there is a decline in development funding, especially for international NGOs, and a trend towards increased humanitarian funding as well as increased engagement of the private sector through public-private arrangements. While poverty reduction has lost its high importance as a key MDG, LWF will continue to strive to alleviate all forms of poverty through different methodologies including promoting social protection, or providing cash transfers to enable people to survive crises, by supporting small enterprise and savings and credit mechanisms. Additionally, DWS will prioritize addressing root causes of poverty and injustice by linking its projects at the grassroots with advocacy efforts at national and international level.

There is an increase in violent conflicts - including in countries and regions where DWS is already operational such as South Sudan, Central African Republic, and the Middle East. The LWF operation in Central African Republic is an illustration of the challenges that can be encountered when entering new conflict zones. Nonetheless, LWF is dedicated to increase its response in such countries and intends to revisit, update or develop new approaches, tools and procedures in order to ensure the timely delivery of its programs, while at the same time guaranteeing the security of its staff. The outcome of the Israeli -Palestinian negotiations as well as the outcome of the Syrian civil war will influence the development of the Middle East Program.

Key relationships

Important national partners for DWS Country Programs include LWF member churches and local development NGOs, as well as community organizations and Muslim faith-based organizations. An important mutual relationship for the global ecumenical relief and development community is the ACT Alliance. DWS is actively involved in all ACT structures and also benefits from its programmatic initiatives. The outcome and implications of the current reforms that are being undertaken by ACT Alliance (decentralization, new mandate, challenges in funding, etc.) need to be carefully monitored and taken into account when preparing the LWF/DWS annual plans.

DWS continues to receive reliable and sizeable funding from a group of Lutheran church-related organizations who are committed to the work of DWS as one of their important implementing partner. However, many strategic changes are taking place in these organizations that require different kind of

dialogue and new forms of collaboration.

The meetings of the management teams of respective related agencies with DWS that take place either at Geneva or in the regions are increasingly focusing on strategic issues.

DWS works closely with UNHCR and other UN organizations and national governments related to emergencies, development work and advocacy.

Major risks

1. The nature of humanitarian and development programs means that the LWF Country Programs are implemented in contexts of political instability, a high degree of insecurity and very poor or non-existent basic infrastructure. DWS has a number of Country Programs working in areas of violent conflict. The security of staff as well as limitations placed on our capacity to implement projects as planned and budgeted for are increasing risk factors that could compromise the reputation of LWF.
2. DWS' commitment to accountability sets program and staff performance standards that are also at risk of not being achieved in these contexts. An exoneration policy is developed to mitigate that risk.
3. Donor funding commitment can be largely driven by the media or by their back donors' policies. This could lead to situations in which LWF Country Programs' funding is cut to an extent that makes programs unsustainable.
4. Augusta Victoria Hospital (AVH) remains a major financial risk for the LWF and continuous international lobbying is necessary for sustainable funding. Structural changes will be explored in order to mitigate the financial risk for the LWF.

These risks will be mitigated through additional investments in security, staff motivation, resource mobilization strategies and training to ensure that staff capacity is sufficient.

Financial implications

In the very competitive context of international development and humanitarian aid, DWS must seek to be more cost effective, demonstrating value for money and maximum impact from minimum financial resources. Today's volatile economic environment and the current global financial crisis have resulted in increasingly intense competition over declining overall resources.

DWS' operations are scaled up in some countries, while in other Country Programs the possibility of localization is being explored in more depth. DWS has developed a resource mobilization strategy and that has contributed to more stability in funding. This strategy will be further developed at global as well as at Country Program level. DWS' projected income for 2015 is 93 Million Euros. Delivering on this plan is contingent on getting additional resources from UNHCR, USAID, BPRM, the EU and bilateral donors, as well as meeting the quality and impact expectations of related agencies and other current donors. Increased income from related agencies is dependent on the further development of new ways of cooperation, such as staff secondment, joint implementation, and meeting firm commitments to program effectiveness and quality.

Human resource implications

Number of staff: It is difficult to predict the exact number of staff for the department for 2015 and 2016 since it depends very much on operations in the field and the level of direct funding agreements. In May 2014, DWS has 17 (8 male, 9 female) staff members at the Communion Office, and 31 (21 male, 10 female) expatriate staff working in Country Programs. A number of Memorandum of Understanding agreements with related agencies are due for renewal to determine whether our way of collaborating is the most cost effective. Staff secondment, especially of technical staff, will be continued with some of agencies along defined strategic areas of common interest.

In addition, DWS will be looking into the feasibility of increasing staff numbers in Geneva or regional offices, mainly where they are essential to the sustainability and viability of the programs (i.e. resource mobilization/grants management, communications, and/or core commitments).

Staff Development

Management teams in each Country Program are composed of a Country Representative, a Program Coordinator and Finance Coordinator. DWS will link with the LWF Human Resource (HR) unit to assist in the formulation and implementation of staff development plans for each staff member in the DWS Communion Office as well as DWS international staff in Country Programs. Similar HR systems in the Country Programs will ensure the continued growth of national staff that is increasingly leading and managing DWS development programming.

Priorities for capacity building will be on grants management, planning, monitoring and evaluation, security issues, rights based approaches and other guidelines/concepts to be developed.

Organizational Sustainability and Effectiveness	
Lead Responsibility: Department for Planning and Operations	
<p>A. <u>COMMUNICATION</u> Goals</p> <ul style="list-style-type: none"> ❖ There is increased visibility and understanding of the LWF and its work, within the communion, with our partners and with other institutions we want to influence or engage ❖ Communication is supporting effective communion relationships and fund raising ❖ Communication from the communion office is rapid and agile and uses new technologies and media effectively ❖ Member churches have timely access to relevant, high quality information and their members, in turn, feel more connected with the LWF's work. 	<p>Headline performance indicators 2015-2016</p> <ul style="list-style-type: none"> ❖ The work of LWF is being expressed in all regions and member churches in a way that resonates with the target audience. ❖ LWF internal and external web presence is streamlined on the web site, sub sites and the intranet. ❖ LWF staff and regional expressions have adopted and are using the new LWF brand and sub brands for the LWF, the Assembly and the Reformation Anniversary.
Objectives	Progress Indicators
1. The Communications Office develops networks at the international, regional and national level to increase visibility and understanding of the global communion.	<ul style="list-style-type: none"> a. Communications network communities (communities of practice) are established, nurtured and are producing output. b. Regional and World Service program websites are functioning.
2. The Communion Office is using the website, new media and the intranet strategically to enhance communications internally and externally.	<ul style="list-style-type: none"> a. Staff have been trained on web, social media and intranet and use it as part of their work. b. The intranet is developed and used by all staff. c. The web platform is continuously developed.
3. The life and work of LWF is reflected in web content, news and publications.	<ul style="list-style-type: none"> a. Programmatic priorities and core themes gain exposure through all communications tools. b. News is being picked up by member church and other media outlets. c. Publications distribution and web site visits have increased by 50%.
4. Communications plans for the Reformation Anniversary and the	<ul style="list-style-type: none"> a. A budgeted plan is in place.

<p>2017 Assembly are taking shape.</p>	<p>b. Websites for the two events are up and running.</p>
<p>5. The visual identities of the LWF are being used to express the LWF's vision and mission.</p>	<p>c. LWF CO and programs are consistently using the visual identity. d. The 2017 visual identity is adopted and rolled out. e. Regional expressions have adopted the LWF sub-brands.</p>
<p>B. <u>RESOURCE MOBILIZATION and FINANCIAL SUSTAINABILITY</u> Goals</p> <ul style="list-style-type: none"> ❖ The LWF achieves a growing and diversified funding base that provides for sustainability of the communion office into the future. ❖ A strong culture of stewardship is developed that emphasizes strategic investments, calculated risk taking, cost consciousness, living within our means, balanced budgets, making best use of the resources entrusted to us, and environmental sustainability. ❖ Strong partnership and collaboration is maintained with all LWF funding partners. ❖ The communion office and country programs demonstrate excellence in financial management and accountability. 	<p>Headline performance indicators 2015-2016</p> <ul style="list-style-type: none"> ❖ Increased funding for programs and Communion Office. ❖ Diversified and new funding partners support the LWF. ❖ Financial performance is in line with budget projections.
<p>Objectives</p>	<p>Progress Indicators</p>
<p>1. The Communion Office continues to demonstrate responsible stewardship, improved professionalism and accountability in the management of its financial resources.</p>	<p>a. Good financial performance and management. b. New accounting system tool is efficient and generates timely and accurate reports. c. Total compliance with reporting and accountability requirements of all funders and governing bodies. d. General reserves increased by 2%.</p>
<p>2. Future financial sustainability is underpinned by a planned and coordinated approach to fundraising that results in increased income to support programs.</p>	<p>a. The fundraising strategy is being implemented. b. New funding partners are identified and new income realized. c. Endowment Fund performance is on target.</p>

<p>3. Member churches contribute more on their fair share of membership fees.</p>	<p>a. Membership income target is achieved. b. The number of members paying increases in absolute terms. c. Contributions toward the 12th Assembly fees are received.</p>
<p>4. The Communion Office maintains effective relationships with its key funding partners in a spirit of mutual cooperation, shared commitment and clearly differentiated roles.</p>	<p>a. Existing funding partners recognize a tangible improvement in the way LWF manages its relationships. b. Commitments in the Program Cooperation Frame Agreement are delivered in a timely manner.</p>
<p>C. <u>HUMAN RESOURCES</u> Goals:</p> <ul style="list-style-type: none"> ❖ The communion office achieves and retains a workforce that is highly competent, culturally diverse, and meets the LWF’s standard for representation of women in leadership roles. ❖ Staff teams are highly motivated, result oriented and communicate and collaborate well with each other within and across departments and offices. ❖ Staff contributes to and enjoys a work culture that supports staff participation, innovation, and continuous learning and improvement. 	<p>Headline performance indicators 2015-2016</p> <ul style="list-style-type: none"> ❖ Evidence of increased staff satisfaction, motivation and productivity. ❖ Progress toward reaching targets for gender equality at all staff levels.
<p>Objectives</p>	<p>Progress Indicators</p>
<p>1. The Human Resource strategy guides and ensures a coordinated approach across the LWF</p>	<p>a. Increased staff satisfaction with the Human Resources systems and processes. b. A staff development plan is in place. c. Proactive management to achieve gender equality at all levels of the organization.</p>
<p>D. <u>PLANNING and COMMUNION OFFICE SYSTEMS</u> Goals</p> <ul style="list-style-type: none"> ❖ Operational systems and processes are well integrated and support staff to be efficient, effective, and accountable in their work. 	<p>Headline performance indicators 2015-2016</p> <ul style="list-style-type: none"> ❖ Increased integration and efficiency of Communion Office systems and processes. ❖ Growing cooperation and a deepened commitment in key relationships.

	❖ The LWF Strategy midterm evaluation informs future planning and direction for the LWF.
Objectives	Progress Indicators
1. A better integrated and consistent planning, performance monitoring, evaluation and reporting system within the organization.	<ul style="list-style-type: none"> a. Well-functioning planning, income coordination and collaboration processes across departments. b. Reporting and accountability requirements at different levels are met with a high standard and fulfill the Program Cooperation Frame Agreement. c. A midterm evaluation of the LWF Strategy is planned and conducted.
2. Communion Office maintains effective relations with its key partners in a spirit of mutual cooperation, shared commitment and clearly differentiated roles (this complements resource mobilization).	<ul style="list-style-type: none"> a. Increased collaboration and joint efforts with related organizations. b. Engagement with partners is informed by the stakeholder mapping tool conducted to analyze LWF partnerships.
3. Communion Office systems and processes are continuously improved in a planned way.	<ul style="list-style-type: none"> a. Archives, information technology, and other systems are enhanced, effective and efficient tools recognized and used by staff. b. LWF improves in its way of handling knowledge management. Good practices are analyzed, learned, shared and fed into new plans and ways of working.
<p>E. <u>LEADERSHIP IN GOVERNANCE</u> Goals</p> <ul style="list-style-type: none"> ❖ There is increased efficiency in and quality of governance structures and processes and Council members are well equipped for and supported in their strategic leadership of the LWF ❖ Council membership reflects the rich diversity of the communion and maintains gender balance and youth representation in line with LWF Assembly resolutions. 	<p>Headline performance indicators 2015-2016</p> <ul style="list-style-type: none"> ❖ Improved participation in and effectiveness of governance processes.

Objectives	Progress Indicators
<p>1. The LWF Council and its committees are supported to fulfill their responsibilities and members are actively engaged in the LWF governance processes and practice.</p>	<p>a. Evaluation results are acted upon and implemented to improve governance processes. b. Council members demonstrate increased participation, satisfaction and effectiveness in Council processes.</p>
<p>2. The LWF 12th Assembly general plans as approved by Council are being implemented.</p>	<p>a. LWF 12th Assembly plans, budgets and preparations are outlined in a clear operational plan. b. Committees and Assembly staff are in place and fully functioning to implement the plan.</p>
<p>Analysis and implications</p>	
<p>Context The Department for Planning and Operations (DPO) supports the LWF program work. It seeks to strengthen the function of planning and operations across the Communion Office by bringing closer together all the support units so synergies toward supporting program implementation can be enhanced. With a clear communications strategy, the unit has actively facilitated communications across the communion and support of departments in communicating about its programs. The creation of the Resource Mobilization office supports especially DMD and DTPW in their efforts to build capacity to find new sources of income to fund the programs. The Finance unit handles budget preparations, treasury functions, financial reports and auditing and overall financial management. The Staff Welfare Pension Plan has finally been liquidated and its management moved to Abendrot Foundation in Basel. The Human Resource unit has actively managed the various demanding human resource requirements of the organization.</p> <p>Internal collaboration within and across departments is critical to deliver the LWF Strategy. The work on crosscutting priorities will be improved with the development of agreed objectives around each crosscutting issue. The function of the DPO is also crosscutting and work will continue on improving systems, processes and work practices to build efficiency in all areas of the LWF work.</p>	
<p>Key relationships At the core of LWF's relationships are the member churches and related organizations. Effective relations with Council members and structures are important to good governance and communion relationships. Opportunities for deliberate attention to relationship building and nurturing with related organizations is key with regards to common vision, solidarity around work as well as supporting programs with financial resources. In the Ecumenical Center in Geneva, relations with the WCC, ACT Alliance, ECLOF and EAA are important, especially as we deal with specific issues and ways of working in relation to center coordination.</p>	

Major risks

There are a number of forecasted risks that need to be monitored, mitigated and managed. Some of these include:

1. Levels of funding do not provide for effective and high quality programs. Membership fee targets are not reached and resource mobilization efforts do not deliver an increase in funds or new funding partners to complement existing financial support to good programs.
2. The LWF is not able to demonstrate value for money and fails to meet some donor expectations especially in view of reporting. This could threaten the relationships with related organizations and funding partners.
3. Slow progress in modernizing and integrating systems. Some tools become cumbersome and systems updates are slow and not up to date with the latest technology.
4. The available human resources do not match the volume of work.
5. Jerusalem Hospital receivables and the subsequent increase in the operational risk will require close monitoring and active management.
6. Economic volatility including the exchange rate risk and financial markets risk.

These risks will be mitigated through careful analysis and planning, resource mobilization strategies and training to ensure that there is the required staff capacity.

Financial implications

The financial support for the DPO and General Secretary's office are raised generally through membership fees and an endowment fund. As LWF gears up toward the Assembly, it is important to note that with churches experiencing growing pressure on their own resources LWF may be challenged in its ability to request three kinds of financial support from its member churches: 1. membership fees; 2. contributions toward the Endowment Fund and, 3. support towards the Assembly.

Overall, the 2015 budget will be closely monitored and work plans will be adjusted in case income is not forthcoming by the end of 2014. More efficient ways of working and cost reductions will need to be looked into. The total projected income for DPO and the General Secretary's office is 2.6 Million Euros.

Human resource implications

As of May 2014, there are 19 staff members (three male and 16 female) that work in the DPO; three (two female and one male) working in the General Secretary's office. An Assembly Coordinator will be employed in the fall of 2014 and in 2015 a planning and reporting officer and an administrative assistant for the Assembly preparations will be hired.

All departments will need to pay attention to careful management of financial and human resources while at the same time sharing responsibility for maintaining and increasing resources available.

Cross Cutting Priorities

CC Priority 1: Theological reflection and formation	
Lead responsibility: Department for Theology and Public Witness	
Objective	Progress indicators
<p>LWF programmatic work is increasingly informed by and applies some relevant theological principles</p> <ul style="list-style-type: none"> - DTPW will contribute to the objective through support and strengthening of the other LWF units, identified theological institutions and churches at various levels of theological education, reflection and formation. - DMD will contribute to this objective through theologically informed human resources, leadership and good governance capacity building and diaconal trainings. - DWS will contribute to the objective by focusing on the theological understanding of a rights-based approach for member churches and developing guidelines from a faith based/Lutheran perspective. 	<ul style="list-style-type: none"> a. The theological basis of LWF self-understanding is taken into account in the programs and reflected throughout the planning, monitoring, evaluation processes. b. Structures have been developed to better connect the LWF member churches in the field of theological reflection and formation. c. Publications: On the Lutheran interpretation of Matthew; on the Theological explication of the Human Rights based approach; Women’s regional theological publications; Publication on interfaith; ‘Her-stories’ booklets from the regions; LWF Themes of Reformation anniversary. d. Theological consultations: Hermeneutics consultation on Paul, Interfaith relations in Asia: Interfaith dimension and the implementation of the Gender Justice Policy. e. Theologically informed training resources on human resources, grounded leadership and good governance, capacity building and diaconal work. f. Concise position paper for member churches with practical references to be used in the public dialogue. g. Guidance Note for DWS staff on how to use the theological arguments in their dialogue in country with member churches and other (interfaith) actors.

CC Priority 2: Advocacy and Public Witness	
Lead responsibility: Department for Theology and Public Witness	
Objective	Progress indicators
<p>The LWF has contributed to influencing policy and institutional changes both at national and global level that promote justice, peace and human rights, with a special emphasis on improving the lives of disempowered and marginalized people.</p>	<ul style="list-style-type: none"> a. The LWF has influenced policy and programmatic decisions of UNHCR pertinent to refugees and IDPs in ways that are responsive to the experiences of its country programs. b. The LWF has submitted alternative reports to various UN human rights mechanisms and organized side events during various relevant UN human rights bodies' meetings; and has become a 'known-for' agency in at least one thematic issue. c. LWF Country Programs and member churches are equipped with skills and strategies for advocacy at local, national and international level.
CC Priority 3: Gender Justice	
Lead responsibility: Department for Theology and Public Witness	
Objectives	Progress indicators
<p>The Communion Office, member churches and country programs are engaged in a process to implement the Gender Justice Policy.</p>	<ul style="list-style-type: none"> a. Global and regional platforms and decision making bodies are engaged with the implementation process of a contextualized LWF Gender Justice Policy. b. Translation of the document is done in local languages. c. Mechanisms and tool of implementation of the LWF Gender Justice Policy are produced and shared across the communion. d. A group of trainers are equipped with theological and methodological arguments to serve as facilitators to regional implementation processes. e. A Communion Office staff group is working on mechanisms and tools to be used in programmatic work. f. Evidence of improved practices by member churches in gender justice and women's empowerment.

CC Priority 4: Youth	
Lead responsibility: Department for Mission and Development	
Objectives	Progress indicators
1. Youth participation is strategically integrated into the life of the LWF communion, on the thematic, programmatic and project levels.	<ul style="list-style-type: none"> a. Number of participants under 30 in an LWF organized program or project. b. Number of young team members that prepare, implement and evaluate a program or project organized by the LWF. c. Evidence of program activity components with a clearly outlined intergenerational perspective and/or intentional intergenerational dialogue.
2. Full youth participation in LWF decision making bodies and governance is achieved by number and quality.	<ul style="list-style-type: none"> a. Full implementation of the youth quota policy in all LWF decision making bodies is reached by 2016, including the composition of the LWF Assembly, regional leadership conferences and LWF committees. b. LWF program staff time spent on preparation and capacity building for and with young members. c. Increasing number of young members prepared and capable of participating effectively. d. Evidence of decision making positions made available to youth and youth actively engaging in decision making processes.

Communion Office Operational Plan
500th Anniversary of the Reformation
 2015-2017

The following outlines the three year plan on the 500th Anniversary of the Reformation. It is based on The Special Committee: *500 Years of Reformation* report adopted by the LWF Council in 2013 with the theme, “Liberated by God’s grace” and three sub-themes, “Salvation-not for sale”, “Human beings-not for sale”, “Creation-not for sale”.

Goal 1: The commemoration of the Reformation has strengthened the LWF as a communion of churches	
Headline performance indicator: An increasing number of LWF member churches are engaged on the regional and global level in Reformation Anniversary preparations	
Objectives	Progress Indicators
1. LWF member churches recognize the mutuality of being part of a Lutheran family and express this commitment in preparations for the Reformation Anniversary.	a. A majority of member churches is involved in preparing for the LWF Twelfth Assembly within the framework of the Reformation Anniversary. b. Anniversary plans give evidence of mutual support and interaction between member churches. c. The communion self-understanding process gives direction to the ongoing communion journey.
Goal 2: The commemoration of the Reformation has deepened the understanding among the member churches about what it means to be Lutheran in different contexts	
Headline performance indicator: The LWF member churches have actively participated in global discussions arising from the LWF’s thematic approach to the Reformation Anniversary	
Objectives	Progress Indicators
1. Member churches are engaged in multilateral learning about the task and impact of Lutheran	a. Member churches and network are actively using material produced by the LWF Communion Office to explore the meaning and impact of the Reformation in their

<p>churches 500 years after the Reformation with the view of exploring how to be church in the context of ongoing Reformation in their current context.</p>	<p>contexts. b. Member churches and existing networks have developed activities arising from the themes of the Anniversary. c. There is evidence of mutual learning from contextual processes.</p>
<p>Goal 3: The commemoration of the Reformation has strengthened the ecumenical commitment of the communion of churches</p>	
<p>Headline Performance Indicator: There is evidence of shared agendas with ecumenical partners in regard to the Reformation Anniversary</p>	
<p>Objectives</p>	<p>Progress Indicators</p>
<p>1. The LWF has explored with other Christian World Communions what their call is in the world today and how to respond to this call together.</p>	<p>a. The ecumenical dialogues have examined their joint call and express it in the framework of the commemoration of the Reformation Anniversary. b. ACT, WCC and other ecumenical networks are engaged in the preparations for the Anniversary. c. There is evidence of global, regional and national ecumenical partnerships and activities to commemorate the Reformation Anniversary.</p>
<p>Goal 4: The commemoration of the Reformation has reaffirmed the communion of churches' commitment to work together for the just, peaceful world</p>	
<p>Headline Performance Indicator: An increasing number of LWF member churches are actively engaging with issues of justice and peace through the LWF</p>	
<p>Objectives</p>	<p>Progress Indicators</p>
<p>1. Member churches and programs have joined in witness and diakonia.</p>	<p>a. There is evidence of increased commitment of the member churches to work towards more just and peaceful societies and respect of human rights together with people of other faiths. b. The financial support to LWF's work in the field of diakonia and humanitarian aid has increased.</p>