



THE  
LUTHERAN  
WORLD  
FEDERATION

World Service

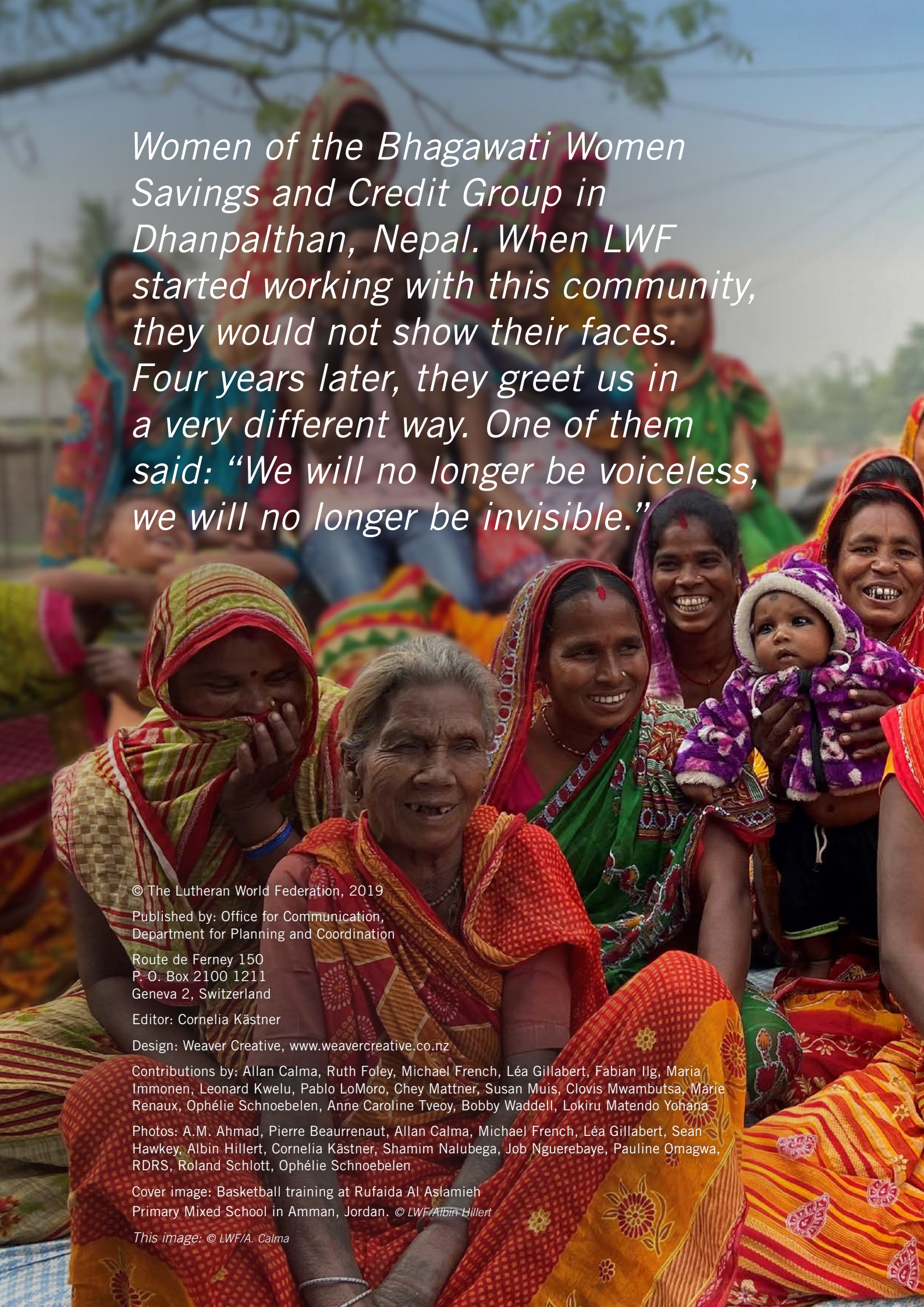
Member of **actalliance**

# LWF WORLD SERVICE

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*2019 ANNUAL REPORT*







*Women of the Bhagawati Women Savings and Credit Group in Dhanpalthan, Nepal. When LWF started working with this community, they would not show their faces. Four years later, they greet us in a very different way. One of them said: “We will no longer be voiceless, we will no longer be invisible.”*

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Cover image: Basketball training at Rufaida Al Aslamieh  
Primary Mixed School in Amman, Jordan. © LWF/Albin Hillert

This image: © LWF/A. Calma





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# WELCOME

## People at the center

*People – this is what LWF World Service is about. People are the starting point of every activity in the countries we work in.*



*A group of displaced Oromo walk on the dry riverbed near Burka Dare IDP site in Ethiopia. © LWF/Albin Hillert*



*We empower girls, boys, women and men to live their lives to their full capacities and to be active shapers of their own environments. We support people in improving their lives themselves, being active shapers of their own lives, working to change their environments.*

We work side by side with them, and we do not speak or act for them, but encourage them to raise their own voices about issues, which impact them directly.

Empowering girls, boys, women and men to live their lives to their full capacities – that is what we try to do.

As you look through this annual report, you will be able to look through the eyes of real people. The refugee girl whose life is made more joyful through participation in sports, the women whose veils have been lifted and who have money to spend on their families, the men and women who had to flee violence in their home villages and were welcomed into safe spaces across borders. You will be welcomed for a brief moment into their lives and see the opportunities and new beginnings we have been able to build on through hard work, innovation, commitment, effort and a persistent belief in a better tomorrow.

You will also notice that LWF World Service employs a global staff of over 9,000 women and men in the countries we work in. These are the people who support the communities, handle procurement, advise on farming technologies and appropriate seeds, set up psycho-social counselling for the traumatized, enable fire management committees in camps to respond rapidly to life-threatening situations, work on

our finance reporting, train staff on preventing sexual abuse and exploitation and many, many more professionals who make up our global workforce.

*These people live among the communities we work with, speak the local languages, understand the local environment, political complexities, the social fabric that makes up life in the places LWF World Service lives in.*

Our statistics for 2019 show that the vast majority of our staff are refugees themselves. Over 6,000 colleagues have had to move and build lives in new countries. This means that LWF World Service is uniquely well-placed to respond to the needs and aspirations of refugees and internally displaced people because we also work with them as staff colleagues.

We do not need to rely solely on external advice for the most appropriate support, or the most appropriate and culturally sensitive approaches to certain problems. Our diverse workforce which includes only 1.5 percent expatriate staff, almost equal numbers of men and women, multiple faith backgrounds, ages, ethnicities, capacities – it is a source of pride and a living embodiment of the belief that together, bringing together varied and complementary capacities, we can work together, towards Hope and a Future, no matter where we come from.

We would like to express our warmest thanks to you, our supporter. Without you, we would achieve so much less.

Maria Immonen  
LWF World Service Director



# ABOUT US

For hope and a future

*LWF World Service is an international, faith-based humanitarian organization. We are particularly known for our timely and professional humanitarian work, for our long term development experience, and our field presence in hard-to-reach areas.*





LWF World Service is the humanitarian and development arm of the Lutheran World Federation, a global communion of 148 Lutheran churches in 99 countries worldwide. These churches have mandated World Service as their key actor in international diakonia (service to others) to assist those in need without discrimination.

Of our more than 9,000 staff, 26 are based in headquarters in Geneva making us a highly decentralized organization. The majority of our staff are local and incentive workers, coming from and living in the communities we serve. We are therefore able to link local community voices with international dialogue, advocacy, and peace work, ultimately having a more lasting impact on the lives of others.

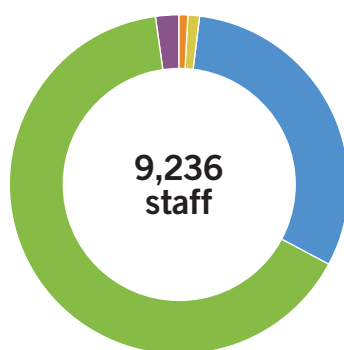
In 2019, we worked in 25 countries in Asia, the Middle East, Africa, and Latin America and the Caribbean, and responded to four new emergencies in Venezuela, Bangladesh, Syria, and Mozambique.

*We recognize the need to address crises in a regional way, where projects focus on the movement of people rather than just within country borders.*

Looking beyond the immediate crisis, our work links relief with recovery and development. We work in protracted crises and places of extreme poverty, and address underlying issues such as gender justice, climate change, access to land and education. Through a rights-based approach, we want to empower the people we serve to not only survive, but to grow and build resilience.

Recognizing that we are more effective together, LWF World Service operates through strategic partnerships, ranging from local communities to global networks. We engage civil society and local governments, LWF member churches and faith communities, related organizations, United Nations agencies, and global networks.

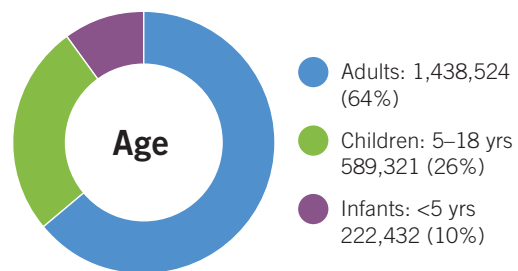
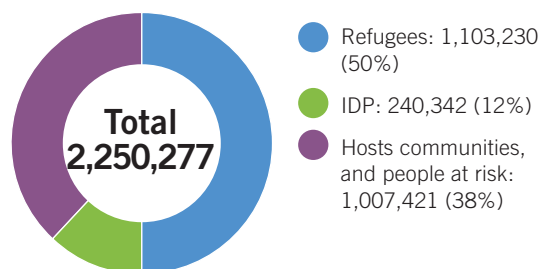
**Our staff**



- Geneva headquarters: 26 staff (0.3%)
- International staff: 58 (0.6%)
- National staff: 2,907 (31.5%)
- Incentive staff: 6,030 (65.3%)
- Volunteers: 215 (2.3%)

Male 71.9%	Female 28.1%
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**People we serve**

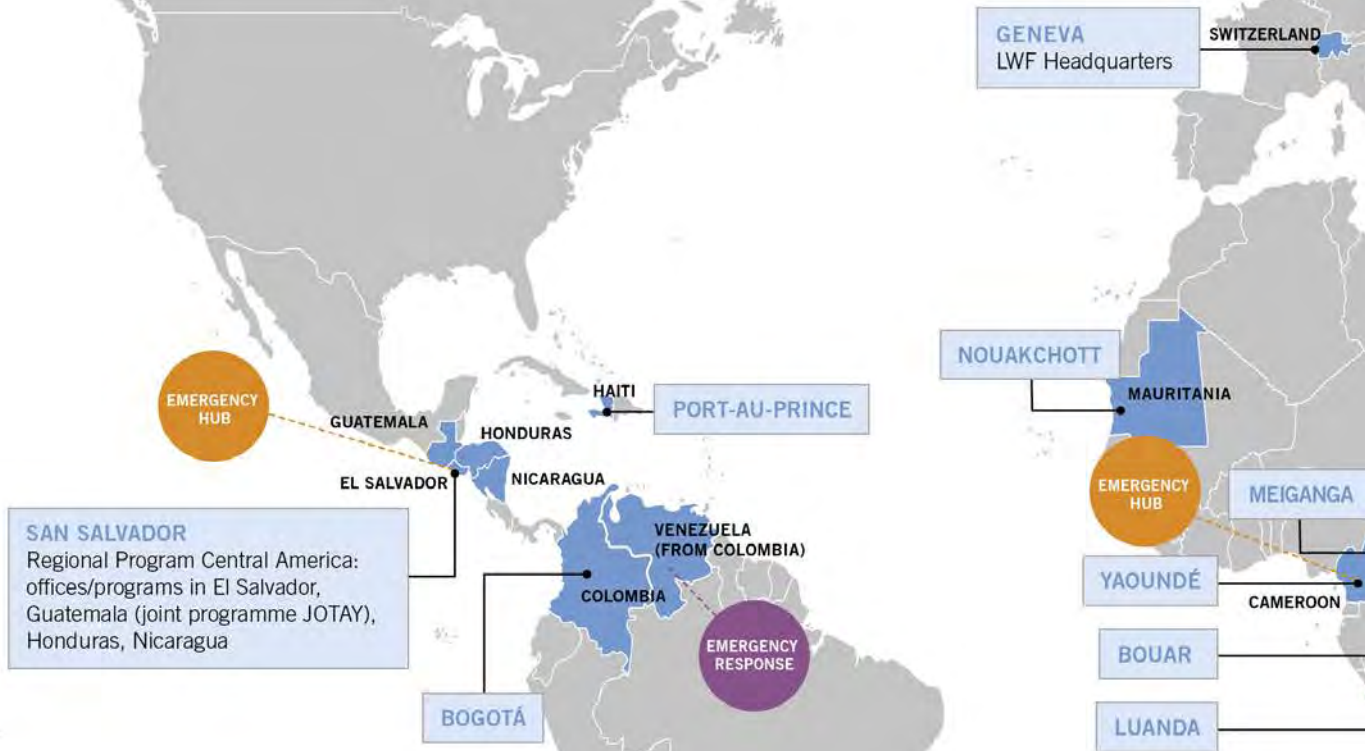


Male 48% (1,026,887)	Female 52% (1,223,390)
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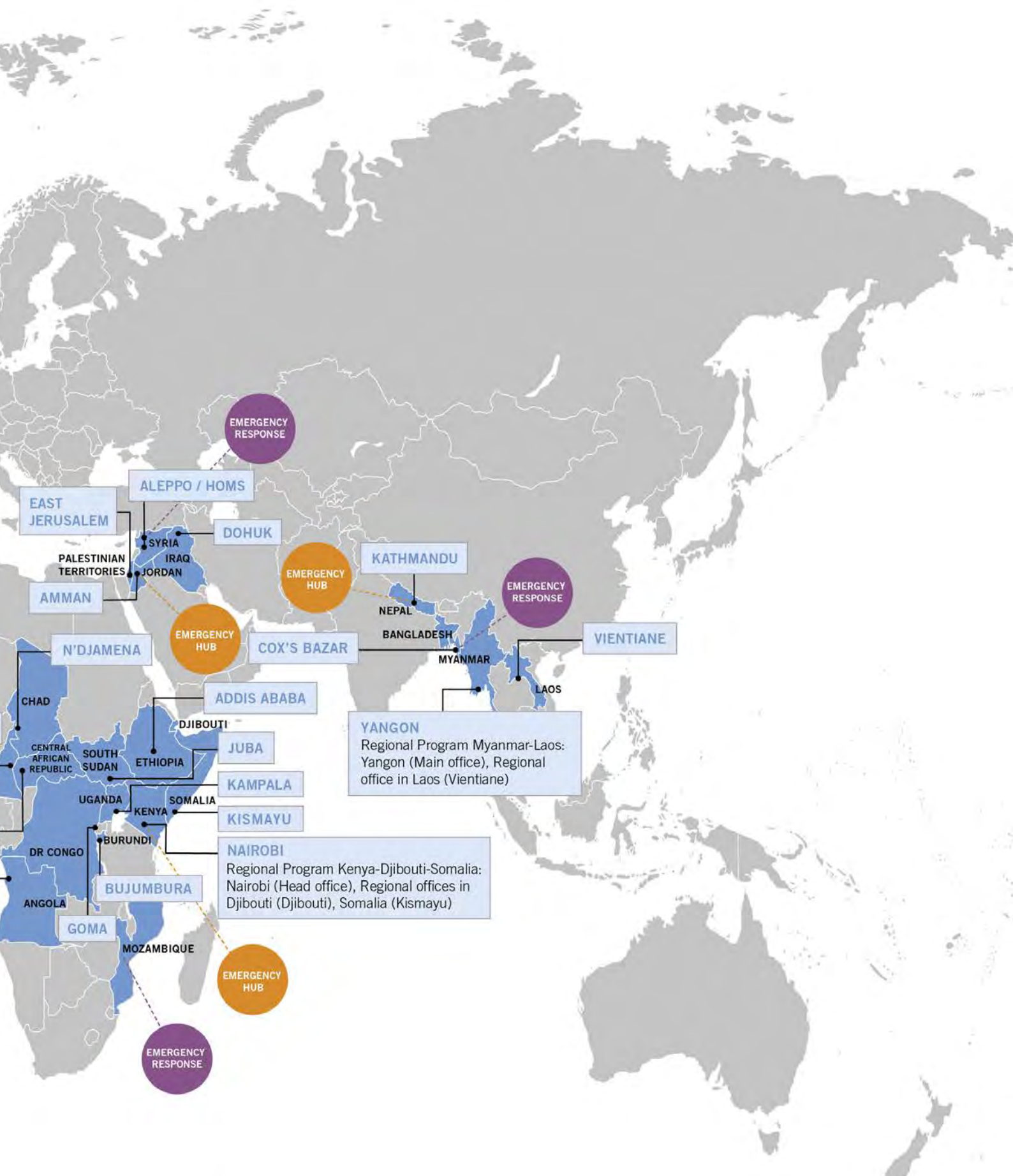


# WHERE WE WORK

## LWF main offices in our country programs







EMERGENCY RESPONSE

ALEPPO / HOMS

EAST JERUSALEM

DOHUK

SYRIA  
IRAQ  
JORDAN

PALESTINIAN TERRITORIES

AMMAN

EMERGENCY HUB

KATHMANDU

EMERGENCY HUB

NEPAL

BANGLADESH

MYANMAR

LAOS

EMERGENCY RESPONSE

VIENTIANE

COX'S BAZAR

EMERGENCY HUB

N'DJAMENA

ADDIS ABABA

DJIBOUTI

ETHIOPIA

JUBA

KAMPALA

KISMAYU

NAIROBI

Regional Program Kenya-Djibouti-Somalia:  
Nairobi (Head office), Regional offices in  
Djibouti (Djibouti), Somalia (Kismayu)

YANGON  
Regional Program Myanmar-Laos:  
Yangon (Main office), Regional  
office in Laos (Vientiane)

CHAD

CENTRAL AFRICAN REPUBLIC

SOUTH SUDAN

UGANDA

KENYA

SOMALIA

BURUNDI

BUJUMBURA

DR CONGO

ANGOLA

GOMA

MOZAMBIQUE

EMERGENCY HUB

EMERGENCY RESPONSE



# EMERGENCIES

## Live-saving assistance in sudden onset crises

*In 2019, UNHCR estimated an unprecedented 70.8 million forcibly displaced people in the world, nearly 25.9 million of whom were refugees. Internally displaced people (IDPs) accounted for 41.3 million.*

Conflict remained the main driver of humanitarian needs, with protracted or new outbreaks of violence. Also, natural disasters and climate change-related events such as floods, recurring drought, tropical storms, and epidemics continue to cause death and desperation.

LWF World Service responded to these crises through our existing country programs, through reinforcing ongoing emergency operations and

by opening new locations in our operation through emergency hubs and with local partners. Out of the 14 most severe crises reported for 2019, LWF World Service responded in varying degrees in eight of them, namely in Syria, Bangladesh, Iraq, Central African Republic, Cameroon, Mozambique, Burundi, and Venezuela.

In 2019, LWF World Service responded to four major emergencies outside of its current operations.



*Children from Nigeria in Minawao refugee camp, Northern Cameroon. The camp hosts 60,000 people who fled Boko Haram. LWF World Service supports them with clean water and livelihoods projects. © LWF/Albin Hillert*





The influx of Rohingya refugees from Myanmar to **Bangladesh** continued in 2019, causing a large-scale humanitarian crisis. Early in 2019, LWF World Service started responding to this crisis by supporting its former program in Bangladesh, now nationalized RDRS (Rangpur Dinajpur Rural Service) Bangladesh, with the main objective of strengthening organizational capacity in humanitarian responses.

At the end of the year, the program served over 26,801 Rohingya refugees and members of the host communities in Cox's Bazaar in areas of food security, WASH, health (primary and reproductive care), and protection.



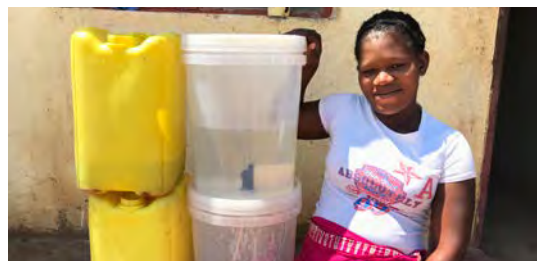
The number of Venezuelan migrants and refugees in other Latin American and Caribbean countries increased from 123,000 in 2015 to 3.8 million in November 2019. The majority of them fled to Colombia. LWF World Service is carrying out a bi-national response (**Venezuela-Colombia**).

Through its country program in Colombia, LWF provided protection-focused interventions for close to 2,000 Venezuelan migrants, the host communities, and for 4,200 people affected by the ongoing internal-displacement crisis in Colombia. In Venezuela itself, protection of the most vulnerable – particularly women and children – is carried out in liaison with key partners.

Many migrants arrive at the border in a fragile state, before making their way – often weeks on foot – to what they hope will be a better future. Whilst many Colombians are welcoming, the migrants are very vulnerable, unaware of their rights, subject to hardship, theft, and abuse. Women, in particular, are vulnerable to sexual abuse and exploitation. LWF World Service gives them advice and a safe space, where they can be supported and protected.



Nine years of ongoing hostilities have had a heavy impact on the lives of the **Syrian** people. Widespread destruction of civilian infrastructure and limited economic opportunities continue to burden the population. In late 2019, LWF World Service started supporting two partners, the Caritas Syria (CS) and the Ephrem Patriarchal Development Committee (EPC), in Aleppo and rural Damascus aiming to provide food, WASH, protection, and education to 6,800 Syrians.



Cyclone Idai was one of the worst cyclones on record to affect Africa and the Southern Hemisphere. LWF World Service responded to the crisis in **Mozambique** through interventions on WASH, shelter, and household items. A total of 13,100 people received relief items and were provided with water and sanitation infrastructure.



# LIVELIHOODS

Making a living, with dignity

*LWF World Service aims to empower and make people and communities more resilient and economically self-reliant by helping them to acquire skills, tools, and networks to sustain their own lives and recover from shocks.*



Women make charcoal from organic waste in Minawao refugee camp, Cameroon. © LWF/Albin Hillert



*LWF World Service aims to make individuals, households, and communities more resilient and self-reliant. Through projects in agriculture, vocational training, and different crucial skills, we enable people all over the world to generate income. It allows them to meet their daily needs, send children to school, access health care, and sometimes even save or invest to be able to withstand difficult times.*

The people we serve are driving this process. They have abilities and knowledge which we can build upon together. Our projects aim to maintain, rebuild, or improve structures and techniques to make individuals, families, and communities stronger, to face economic instability, life on the move, and climate change.

Enabling livelihoods opportunities also means advocating with the government. In many countries, refugees have limited opportunities to work, open businesses, sell their products, or secure land to grow food. LWF World Service interventions have in some cases helped to improve the framework for refugees to work, gain market access, or access government structures such as training or extension services.

*In 2019, LWF World Service helped open up livelihoods opportunities for refugees in countries such as Kenya, Djibouti, and Jordan. In Myanmar and Haiti, thanks to our interventions refugees now benefit from trainings, and market access.*

Together, we aim to create something lasting and sustainable. We train communities in maintaining machinery and infrastructure. Our projects are designed in a way which ensures that the people will continue to benefit from our interventions long after LWF World Service has left.

Livelihoods initiatives are part of LWF World Service's work in every country program. For example, we encouraged people in Kenya and Nepal to organize themselves in groups and cooperatives to gain better market access. LWF World Service has seen a growing trend towards climate-resilient agriculture in Angola, Ethiopia, Uganda, and Nepal. Market-oriented vocational training and job placement initiatives provide real opportunities for motivated young people in Central America and Palestine.



Together, we aim to create something lasting and sustainable.



*“When I go back home, I will start my life with this experience gained from my time as a refugee.”*

— Mputu, teacher and LWF incentive staff in Lovua refugee camp, Angola. He fled violence in the Democratic Republic of Congo and now works as a Farm School Coordinator.





Women collect organic waste to make charcoal in Minawao refugee camp. Cameroon. © LWF/A. Hillert

## CASE STUDY:

# Creating income and preserving trees in Cameroon

Perched in the hills of northern Cameroon, Minawao camp is home to over 60,000 refugees who escaped Boko Haram just a few dozen kilometers across the border in Nigeria. Life in Minawao is hard. The great number of refugees who need firewood for cooking has led to an unsustainable use of local trees and bushes. As deforestation advances, the refugees walk longer and longer to find wood. Venturing deep inside the bush puts young girls at risk who usually are tasked with fetching it.

On the other hand, there are few opportunities to make a living in Minawao. Recognizing the two-fold problem of unemployment and deforestation, LWF World Service has helped women groups

set up an innovative micro-business: producing and selling organic cooking briquettes. The women separate organic waste and bake it in metal containers to make briquettes. These “burning black dice” have proven a hit in the market. Locals buy them as a substitute to firewood. The income generated is well managed and invested to make the business grow and include other women.

*The businesswomen in Minawao can now rely on their work to provide for their families. At the same time, they also help to protect local youth and the area’s dwindling forests.*



# 1,904

people trained on ecological charcoal production



# 22,625kg

of ecological charcoal produced



### Vocational Training in Jerusalem

“I wanted to set a good example for my children and show them the importance of education.”

Rasha Nimer, 35, from Ramallah, mother of five, graduated from the LWF Vocational Training as a secretary. She secured an apprenticeship at a Volkswagen dealership and did so well that she was hired as an executive secretary and receptionist. Her work adds a second income to the household.

*“The most difficult challenge I faced was to take care of my children during the day and then stay up late at night to finish my studies.”*

 **2,968**

Palestinians received training or career guidance services from the LWF Vocational Training Program for the West Bank, Gaza and Jerusalem

 **93%**

of all VTP graduates are employed or self-employed 6 months after completing their training

### Artisan toolkit in Myanmar

Demand for handmade, unique craft products is increasing and Myanmar artisans need to meet buyers' expectations well. That's why LWF World Service, together with local organizations Hla-Day and Turquoise Mountain, developed the Myanmar Artisan's Toolkit. Written from a buyer's perspective, the Myanmar Artisan Toolkit is a resource and a practical guide to building a business. Designed for new entrepreneurs and adapted specifically for the Myanmar craft sector, it takes artisans through the steps to develop a business. From production to pricing, marketing, and design, the toolkit provides them with the knowledge and tools to overcome common business challenges and improve practices in key business areas. The website is written in Burmese and English.

Work is now being undertaken to include online videos as part of the toolkit, in order to overcome literacy barriers. In 2019 146 local community members (131 male and 15 female) were involved in the production of these new videos.



[www.myanmarartisan toolkit.org](http://www.myanmarartisan toolkit.org)



# PROTECTION AND SOCIAL COHESION

## Safe, dignified and empowered lives

*The people we serve are among the most vulnerable. For many of them, life as they know it has been uprooted by conflict or natural disaster. Routines and structures have disappeared or do not apply anymore. Roles have changed. Others belong to marginalized communities, with less access to basic services.*





Sexual violence in conflict. Together with the Mukwege Foundation, LWF World Service organized a three-day training in Geneva for members of SEMA, a global network of survivors to end wartime sexual violence in 21 countries. The program included a screening of a film produced by survivors and a debate about how survivors continue to suffer from the long-term effects of their injuries and trauma, and actions to help women all over the world. © LWF/L. Gillibert

*These situations often affect the most vulnerable members of society: children, women and girls, the elderly, people with disabilities, and ethnic minorities. They are in particular danger of exploitation and abuse.*

For this reason, the work that LWF World Service does around the world inherently includes elements to protect and foster social cohesion. We partner with communities, local organizations

and authorities to raise awareness about protection needs, and protect those most at risk. We believe in the strength of the community, and work wherever possible with existing structures to promote these capacities. Our approach includes and promotes the role of traditional leaders and faith communities to ensure that the protection mechanisms are lasting and accepted by all.

In 2019, we put a special focus on children, survivors of gender-based violence, people with special needs and the defenders of human rights across the world.



15% of total LWF budget is spent on protection and social cohesion work.



6,000 children are members of LWF child rights clubs in east Africa.



20,000 people supported directly



6,132 migrants and people in vulnerable communities supported in Colombia.





Carlos, 23, has learned to tailor through an LWF program in Olancho, Honduras. © LWF/Sean Hawkey

### “Protection table” in Honduras

In early 2019, the migrant caravan across Mexico to the United States made headlines. Thousands of people, many of them young people from Honduras, were making their way on foot for what they hoped to be a better life. They were driven away by violence, poverty, and insecurity: many had been threatened by gangs or lost family members.

Some died on the way and many experienced abuse and discrimination on the journey. For those who arrived in the US, the journey often ended in a detention center and with deportation.

The LWF World Service Central America program works with returned and deported migrants in Honduras. Our strategy addresses the root causes of migration while trying to guarantee the safety and rights of children and families. Young migrants supported by LWF set up a network providing training in human rights advocacy. Together with local government officials, two representatives of this network are now part of the first ‘Protection Table’ for returned migrants in Olancho in the municipality of Catacamas. Among other initiatives,

they put together a book of young migrants’ stories, complete with photos and videos. This did not only help young returnees to deal with their experience. The project also increased solidarity among the young migrants. It helped them tell their stories and prevent migration. These young people now work with local authorities to protect their interests and reduce their vulnerability.

*“I left my place because of the danger. My whole family was threatened by a gang. People who don’t take notice of threats like that are simply killed. We’ve lost a lot of friends and neighbors, they disappeared.” Mr Hernandez was caught by US border patrol and deported. “When I came back, I had to move, and I had nothing, I lost everything. The LWF helped me get to safety and get back on my feet.”*

## Some examples of our work in 2019



### Information

60,000 refugees from Nigeria fled Boko Haram to Minawao refugee camp in Northern Cameroon. Because resources are scarce, and the situation in the camp and with nearby host communities is difficult, many of them have started to return to Nigeria, trusting rumors and unreliable news that to do so would be safe.

LWF Cameroon carried out information campaigns to the refugees and host communities. One of the main elements was the promotion of social cohesion and sensitization for peaceful co-existence. We trained camp management, local committees and school clubs to resolve disputes on the local level.



### Women and marginalized communities

In Nepal, much of LWF's work focuses on the Dalit community, the lowest in the country's caste system, which is starting to gain participation in government structures. In 2019 LWF World Service provided education about legal issues, human rights and leadership development to strengthen female Dalit leaders.

In Myanmar, we implemented a gender-sensitive response to the urgent needs of Rohingya people living in camps in Rakhine state. Through literacy and leadership training for women, and engagement with men and boys, noticeable changes in the camps' power dynamics took place.



### Community centers

In Jordan, LWF World Service opened two new community centers in communities where refugees and host communities live closely together. A guidance note for How to Establish and Run a Community Center was developed with the staff (to be finalized in 2020), mainstreaming protection activities across all LWF Jordan centers.



### Child rights convention

2019 marked the 30th anniversary of the Convention on the Rights of the Child. The LWF World Service country program in South Sudan developed a summary in pictures, which was disseminated to 100,000 children in LWF-run schools in Kenya, South Sudan, and Uganda.



### Engagement with the United Nations

At the global level, LWF participated in the Global Refugee Forum and pledged, alongside faith actors and the UN, to continue championing the protection of refugees, migrants and other vulnerable people.



# QUALITY SERVICES

## Equal access as a human right

*We believe that equitable access to quality services such as education, water, energy, and health care, is a right. When service provision breaks down or is unavailable in times of crisis, we step in to provide life-saving humanitarian assistance.*



*A child demonstrates safe hand washing in the Kakuma refugee camp, Kenya. LWF in Kenya provides primary and secondary education to about 100,000 students. Hygiene education is part of that intervention. © LWF/P.Omagwa*



Before (left): Cooking with firewood on three stones in Uganda. A lot of firewood is needed until a meal is ready. After (right): A Matawi energy saving stove. It contains the heat and uses less wood. Cooking is more efficient.

© LWF/S. Nalubega.

*In 2019, more than half of our expenditure was allocated to ensuring access to quality services for refugees, internally displaced persons (IDP), host communities and people at risk.*

LWF World Service has continued to organize the distribution of food and core relief goods, and to provide shelter, education, cash grants, and water, sanitation, and hygiene (WASH) services. LWF World Service also provided specialized health care to Palestinians through the Augusta Victoria Hospital in East Jerusalem.

The services we provide as a humanitarian organization are the tasks of local governments, and it is understood that we provide those to support a temporary lack of capacity. We therefore work closely with local governments to strengthen the link between communities and local authorities, eventually hand over those operations.

### **Clean energy for refugee settlements in Uganda**

*“All refugee settlements and nearby host communities will have access to affordable, reliable, sustainable and modern energy by 2030.”*

— UN High Commissioner for Refugees at the Global Refugee Forum, December 2019

The Teko Wa project in Uganda aims to train people in the fabrication and use of energy-efficient cookstoves, to slow down the deforestation especially around large refugee settlements. Selected people received a 5-day training in the construction of energy-saving stoves and basic skills in marketing. Armed with a start-up kit, including a set of molds and receipt books for record-keeping, they are then encouraged to fabricate and promote their stoves, but also to train other residents in the technique.

Simon Peter Olanya, 24, from Anyika Village, in Kitgum district, used to live from farming and occasional work. He received LWF training and now sells 15 stoves a month, earning twice as much as before. He was also contracted to provide training in stove fabrication, plans to open a store, and sensitize the community about environment conservation through radio talk shows. “My future is bright. I can now take care of my family including my siblings with ease. I have opened up a poultry farm and bought ten goats which are purely managed by my wife as I construct stoves.”

46,700 people benefited directly and indirectly from the project.

### **Environmental Impact**

- Sensitization on management of environment
- Use of energy-efficient stoves to reduce the use of fuel
- Use of solar energy to reduce the consumption of kerosene
- Collaboration with the local government authorities to introduce by-laws and regulations on how to conserve some tree species







Grade 4 students in one of the Temporary Learning Spaces in Thae Chaung IDP camp in Sittwe Township that LWF supports. © LWF Myanmar

## Education in Myanmar

In Myanmar's Rakhine state, tens of thousands of people were displaced after ethnic tension between the ethnic Rakhine population and the Rohingya people. Thousands belonging to both ethnicities still live in camps for internally displaced persons (IDP) with little or no access to formal education.

LWF World Service is among the largest Education in Emergencies actors in Rakhine State, responsible for education in eight IDP camps. Our focus is on improving learning and teaching environments and ensuring the right to quality education in temporary learning spaces, child-friendly spaces, and government schools, as well as providing post-primary tuition classes.

Recognizing that the situation has become a protracted crisis, LWF World Service through Human Rights mechanisms again advocated for a solution, which respects the human rights of the Rohingya people and gives all those living in Rakhine a chance to live in peace and dignity.

In 2019, LWF Myanmar supported:

- 26,493 students (16,259 Rohingya, 10,177 Rakhine, 57 other ethnic groups)
- 288 teachers and 15 post-primary tutors in IDP camps
- 60 Temporary Learning Spaces and 30 government schools
- 20 Child-Friendly Spaces



**26,493**

students in Myanmar reached through LWF education work



**100,000**

refugee students attended LWF-run schools in Kenya (Kakuma and Dadaab refugee camps)



LWF staff distribute hygiene kits in Dawodia IDP camp, Iraq. © LWF/A. M. Ahmad

### Water, sanitation, and hygiene in Iraq

The humanitarian crisis in Iraq remains one of the largest and most volatile in the world. As the fight against the so-called Islamic State (ISIS) has ended, thousands of displaced people are returning to their homes and communities. Together with vulnerable host communities and refugees, there are about 6.65 million people in need within Iraq. More than half of them are children.

Many of the returnees have found homes, schools, and healthcare facilities destroyed or severely damaged. In many areas, the rehabilitation of basic water supply and sanitation may not be completed for years. 2.3 million people do not have access to clean water and proper sanitation.

Dawodia IDP camp is home to about 12,000 internally displaced people of Yazidi background. LWF World Service promotes safe hygiene practices, facilitates access to drinkable water and hygiene, and maintains the necessary infrastructure. In several communities in the Ninewa plains, LWF raises awareness about hygiene and facilitates garbage collections.

- Total beneficiaries: 56,257
- Hygiene awareness sessions: 3,122
- Access to waste management and clean water: 37,851 (waste management and garbage collection combined)
- Received hygiene kits, bins, and soap: 9,580



43,000

children attended schools run by LWF in South Sudan



175

schools in Jordan rehabilitated with the LWF “improved learning environment” project



# AUGUSTA VICTORIA HOSPITAL

## Challenges and steady achievement

*The LWF-run Augusta Victoria Hospital (AVH) in East Jerusalem is a center of medical excellence, serving 5 million Palestinians in the West Bank and Gaza. AVH, which is accredited by the Joint Commission International for its outstanding quality, offers specialized care that is not available in other hospitals in the West Bank and Gaza, including radiation therapy for cancer patients and pediatric hemodialysis.*



*Dialysis nurse Jamal Masalma cares for one of the patients at Augusta Victoria Hospital where he has served for more than 24 years. © LWF/Albin Hillert*

*AVH can operate because of the support of LWF member churches and longstanding partnerships with the US Government and the European Union. AVH and the other five East Jerusalem hospitals rely on this external funding, which enables the Palestinian Authority to cover the cost for cancer patients and others referred to these hospitals*

The year 2019 for the LWF Jerusalem program and Augusta Victoria Hospital was marked by many accomplishments, but also numerous challenges related among others to the political context.

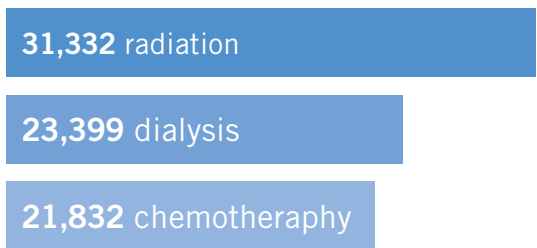
**Cash crisis, local mobilization, and agreement with the Palestinian Authority**

The continued suspension of US funding for the West Bank and Gaza hampered the ability of the Palestinian Authority (PA) to settle its bills towards AVH. Despite monthly payments and the annual transfer from the European Union during the summer, the amount of receivables continued to grow to unprecedented levels during the second and third quarters of the year. In October, LWF/AVH and the PA reached an agreement, guaranteeing regular monthly payments for services rendered by the hospital. This agreement allowed the hospital to resume all services. Throughout 2019, the LWF continued advocating towards the US government to restore vital funding to East Jerusalem hospitals.

.....

**22,541** inpatient admissions

**Treatment Sessions**



6,500 people reached by the mobile diabetes clinic

**Quality Services: continuous improvement and plans for the future**

Augusta Victoria Hospital was re-accredited by the Joint Commission International which works to improve patient safety and international health care. This is a very important seal of quality, and AVH is proud to be the only Palestinian hospital accredited by JCI.

AVH increased the capabilities of its Radiotherapy Department with the launch of a new medical linear accelerator. Since it was activated in May, an average of 160 PET/ CT scans have been performed every month.

In November 2019, AVH inaugurated its newly renovated Pediatric Palliative Care Ward. The new facility will serve as a more private venue to support the child and the family, and improve communication regarding care, pain relief, and treatment goals.

The Diabetes Care Center, established in 2003, implements the Diabetes Comprehensive Care Model for the Palestinian healthcare system. In 2019, AVH signed a cooperation agreement with one of the best centers in Europe, the Steno Diabetes Center in Denmark.

After more than seven years, LWF/AVH obtained the building license for the proposed Elder Care and Palliative Medicine Institute. In the latter half of 2019, LWF World Service signed a Memorandum of Understanding with UNWRA, confirming UNRWA as implementing partner for the project.

.....

**100** professionals trained in comprehensive diabetes care

**4,000** specialized consultations at the diabetes center

.....



# ADVOCACY

## From local to global

*LWF World Service follows a community-based and rights-based approach. Rather than simply focusing on the delivery of aid and services, we support people to organize and empower themselves, and to claim their rights at the local, national and international levels to achieve lasting improvement in their lives.*

### Enabling refugees to claim their rights

In the East and Horn of Africa, as well as in Chad, LWF World Service has been raising issues on the rights of refugees on the country's human rights agenda. Thanks to a fruitful partnership, the Kenya National Commission for Human Rights conducted fact-finding missions in Kakuma and Dadaab refugee camps to provide information to the national government, which is taken up for further advocacy at the national level. The Commission is now playing an important role in monitoring the relocation process of Somali refugees in the Dadaab refugee camp.

In Chad, LWF World Service advocated for access to land for refugees. After discussing with committees composed of host communities, refugees and returnees, 150 households were given seeds or tools and could access land to grow their food.

### KADANA – the voice of refugees

The platform KADANA provides a space for refugees in different locations in Kenya to speak about things they would like to change. Refugee representatives were consulted on the new Kenyan refugee law. Through KADANA, refugees collected information for a report to the UN Human Rights Council. One member was invited to the session in Geneva, to personally explain their situation.

### Universal Periodic Review (UPR) of Human Rights

Being well-connected to local communities as well as the United Nations in Geneva enables LWF World Service to bring the voices of those who are seldom heard to the global level. LWF World Service supports the United Nations Human Rights review mechanism by initiating or supporting national coalitions of civil society organizations. With our support, they collect information from the communities and submit a report to the UN Human Rights Council. In 2019, LWF World Service was able to bring delegations from Angola, the Democratic Republic of Congo, Kenya and Ethiopia to the UN sessions to present their findings and lobby diplomatic missions.

LWF World Service also supports national organizations in holding their governments accountable after their reviews.

All of our work in this sector is done through a non-confrontational approach. We are working with governments and local authorities to enhance their capacity to respect and protect human rights.



*“Thanks to the negotiations done with host communities, I was able to cultivate a piece of land with sesame seeds and potatoes provided by LWF. The potato yield was particularly good! I had enough to sell part of the harvest, and pay the school fees for my three children. I also used some of the money to start a small embroidery business.”*

— Ibrahimia, returnee living in Danamadja returnee site, Chad

### A spotlight on women’s rights

Women are often the first to feel the impact of a human rights violation. Gender analysis and action to reduce barriers, fight discrimination and empower women and girls are integral to our program cycle.

In Myanmar and Angola, projects on land rights address discriminatory practices that prevent women from accessing land.

In the Democratic Republic of Congo, together with the Mukwege Foundation, we initiated the Movement of Survivors of Sexual Violence in the Kasai region. The 280 members of the movement raised awareness among 10,000 people. A joint report was submitted to the UN Convention for the Elimination of Discrimination against Women (CEDAW).

In South Sudan, we supported civil society organizations to promote the rights of women and children through radio talk shows and dialogue with government officials. In November, we celebrated the UN Universal Children’s Day with campaigns on the right to education and against child marriage.

- 5 international UPR advocacy visits for local actors from Ethiopia, Mozambique, DRC, Angola and Kenya
- 11 projects in Angola, Mozambique, Kenya, Uganda, South Sudan, Ethiopia, Chad, Colombia, DRC, Nepal, Myanmar
- 19 provincial consultations in Angola, Kenya, and Nepal for UPR report to the UN Human Rights Council
- 850,000 Euros budget in 2019
- Report submitted to the UN Convention for the Elimination of Discrimination against Women



### Let’s talk about climate change

Climate change is a reality in many countries. LWF Ethiopia Country Representative Sophia Gebreyes (right) participated in several panels and conferences to give first-hand accounts of the devastation climate change causes in her country.



# SAFETY AND SECURITY

## Protecting staff and the people we serve

*Our work in risky environments makes it necessary to pay special attention to the safety and security of our staff, program operations, assets, and the reputation of LWF World Service.*



*The LWF World Service Safety and Security team supports all country programs with online tools, protocols, and guidelines to manage security. Tailor-made security training in the field focuses on specific security threats and needs in each country.*

In 2019, we developed an improved security system which enabled us to better identify threats and assess risks to protect our staff and the people we serve. In 2019, the LWF World Service security advisor trained 82 staff in the Central African Republic, Iraq, Kenya, and Myanmar.

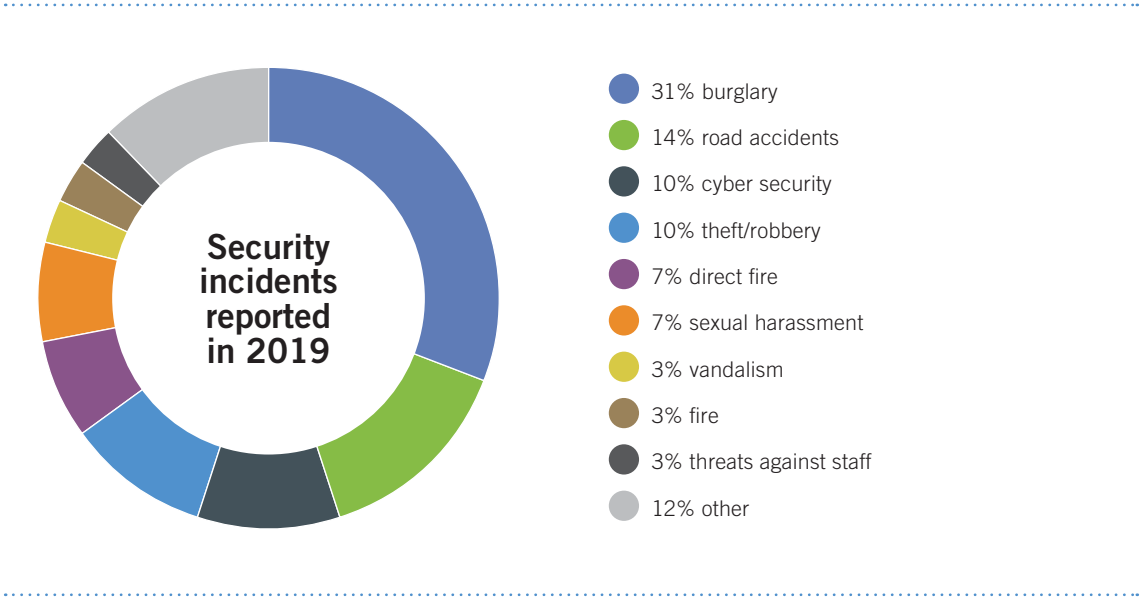
LWF World Service continued to have an active role in the ACT Alliance Security Group, serving as chair until October 2019. In collaboration with the ACT Alliance Security Group LWF World Service developed a digital security guideline that will be applied throughout the entire organization.

**Preparing for health threats**

The first 2018 Ebola outbreak in the Democratic Republic of Congo (DRC) became a threat for the entire region when a case was detected in Uganda in 2019. The contingency plan helped all other country programs to assess the risk and prepare for it. This Ebola contingency plan later became a base for the COVID-19 pandemic contingency plan in 2020.

**Where things went wrong**

30 security incidents have been reported in 2019, the same as in the previous year. The majority of these incidents were burglary, road accidents, and cyber attacks/phishing. According to these reports, the most insecure working environments for LWF staff are South Sudan, the DRC, Northern Iraq, and Kenya.





# SYSTEMS AND PRACTICES

## Accountability, Compliance, and Complaints

*Our accountability and compliance mechanism enables us to uphold our commitment to the highest ethical, accountability and quality standards to the populations we serve, as well as also to our governance and donors.*



LWF staff Endeshaw Mulatu (Ethiopia) and Collins Onyango (South Sudan) talk strategy at the Regional Management Team Meeting for East Africa in Ethiopia, October 2019. © LWF/C. Kästner

*To fulfill our vision and mandate in an ever-changing and increasingly insecure world, LWF World Service aims to improve and establish the highest global standards and well-functioning, efficient systems and processes.*

In 2019, we identified and implemented a framework for an LWF digitalization strategy. In the country programs, we started developing digital tools and procedures to support data collection and management. As we operate a decentralized model with country programs diverse in size, nature, and context, this new structure ensures that support and compliance are in place across the organization.

A Complaints Response Mechanism (CRM) has been in place for over a decade and has established mechanisms well known and used by the communities and individuals we work with as well as staff members. Anyone is able to register concerns or complaints in a confidential manner, and all issues are addressed in an appropriate fashion. We also conduct regular trainings for communities and all staff members.

LWF World Service is committed to the Core Humanitarian Standard Alliance (CHS). In 2019 we strengthened our commitment to accountability to affected populations by rolling out CHS self-assessment and improvement plans for all country programs and our headquarters in Geneva. LWF started a comprehensive process of reviewing our staff policies. The Code of Conduct outlines the responsibilities of all staff to behave professionally, and to safeguard the dignity and rights of people with whom they work.

To prevent the danger of known sexual offenders moving between humanitarian agencies, LWF together with 14 other partners launched the Inter-Agency Misconduct Disclosure Scheme, and started the implementation process in 2019.

World Service has been more visible in high-level meetings organized by investigation bodies and compliance-related UN working groups. As a member of several committees and working groups, we have committed to global standards together with our partner organizations. We work with the Steering Committee for Humanitarian Response (SHCR), the Core Humanitarian Standard (CHS), the Inter-Agency Standing Committee (IASC), and other interagency partnerships on different platforms to help people in need.

*Every LWF staff member commits to the highest standards of accountability, fairness, and responsible stewardship, be it in the exercise of power or use of financial and other resources. LWF has a zero-tolerance policy for any form of sexual abuse, exploitation or harassment, fraud, corruption, or other unethical business practices.*



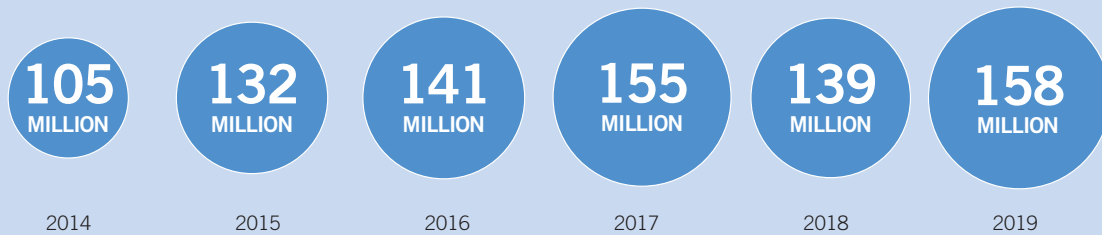
# FINANCES

## Ensuring a sustainable future

During 2019, LWF World Service's income and expenditure increased as compared to 2018. This was mainly due to the increased activities in our programs in Jerusalem, Central America, Cameroon, Myanmar and a new emergency response in Mozambique. Main budget decreases were in the Uganda, Nepal and Kenya programs.

A detailed commentary on the financial results is set out below.

### ANNUAL INCOME (IN EUROS)

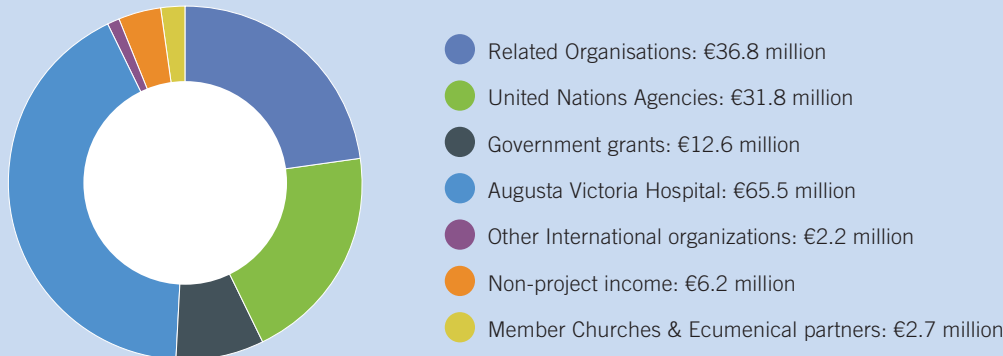


### Income

The organisation's total income in 2019 amounted to €157.9 million – a 13 percent increase from €139.4 million in the previous year. During 2019, we continued to have a diversified income base, which includes funding from related agencies, member churches, ecumenical partners, government grants and the United Nations agencies.

Significant thanks is due to all of the donors who have continued to support the work of LWF World Service in the midst of high humanitarian need across the globe.

## 2019 INCOME BY FUNDING SOURCE



### Income from member churches and ecumenical partners

LWF member churches and ecumenical partners supported our projects, particularly the emergency appeals with €2.7 million, as compared to €2 million in 2018.

### Income from Related Agencies/Organisations

The LWF related agencies/organizations remain an important partner to the work of LWF World Service. In 2019, we received €36.8 million from this income stream. This represents an increase of two percent compared to €35.9 million in 2018.

### Grants from United Nations agencies

LWF World Service received a total of €31.8 million from the United Nations agencies. €26.2 million came from the United Nations High Commissioner for Refugees (UNHCR) towards our programs on refugees and displaced persons. The income from the UN agencies increased by six percent compared to 2018.

### Grants from governments

Funding from government grants were €12.6 million. This represents an 11 percent decline from €14.1 million in 2018. The decline is mainly due to loss of Framework Partnership Agreement (FPA) status with ECHO.

The Bureau of Population, Refugees and Migration (BPRM) provided €7.9 million while ECHO and Europe Aid provided us with funding amounting to provided €2.7 million and €1.1 million respectively. Other significant donors under this category included GIZ, Swiss Federal Department of Foreign Affairs – FDFA, Canton of Geneva (Etat de Genève) and European Union.

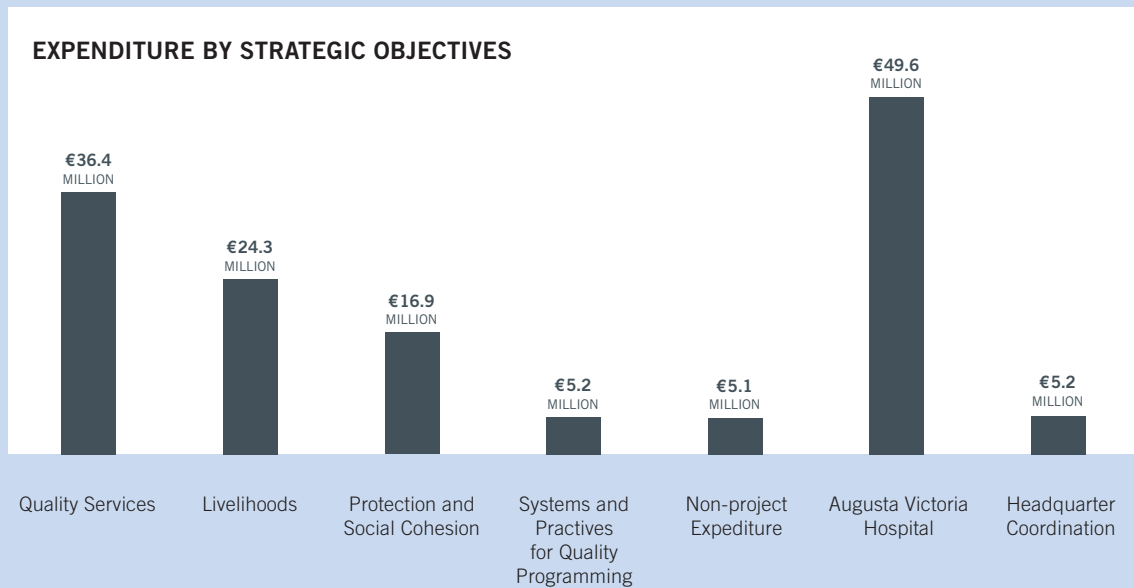
### Income related to the Augusta Victoria Hospital (AVH) in Jerusalem

The income attributed to the Augusta Victoria Hospital in Jerusalem was €65.5 million as compared to €49.2 million the previous year. The increase is mainly due to the increased patient intake as a result of reduced referrals to other cancer hospitals in Israel. There were also significant investments in radiation machines, thereby increasing the patient intake.

### Other restricted income

The rest of the income, €8.4 Million came from international NGO partners as well as non-project income.

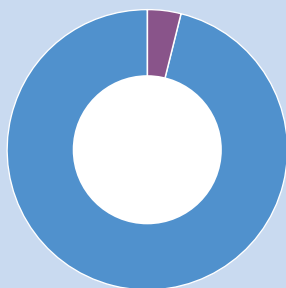




## Expenditure

Our total expenditure for the year was €142.7 million. The expenditure represents a 5 percent increase from the 2018 level of €135.9 million

## 2019 HEADQUARTER COORDINATION EXPENSES



Geneva  
Coordination  
**4.3**  
MILLION

Field  
Expenditure  
**131.4**  
MILLION

## HQ Coordination Costs

Coordination expenditure in Geneva was 4 percent of global expenditure. The expenditure was incurred in the following seven areas: employee expenses, work travel, office space, computer/IT charges, audit and other professional fees, governance/Committee for World Service and central services allocation.

## Reserves position

The management ensured that the reserves remained positive. The total reserves was €68.1 million as of December 31, 2019, up from €52.2 million in the previous year. Most of the reserves belong to the Augusta Victoria Hospital in Jerusalem.

## Disclosure on expenditure classification

In order to provide additional disclosures required by the Swiss ZEWO certification (Zentralstelle für Wohlfahrtsunternehmen), specific schedules have been added to the consolidated financial audit statements.

**SCHEDULE OF EXPENDITURES ALLOCATED IN ACCORDANCE WITH ZEW0 CLASSIFICATION  
(STANDARD 9) FOR THE YEAR ENDED 31 DECEMBER 2019 (EUR)**

<b>Zewo Classification</b>	<b>Project Related Expenditures</b>	<b>Fundraising Related Expenditures</b>	<b>Administrative Related Expenditures</b>
Staff related expenditures	3,064,320	1,505,254	4,710,375
Operating expenditures (other than payroll)	136,316,300	330,714	5,430,259
Contributions made to implementing partners	–	–	–
Depreciation of fixed assets	–	–	1,284,517
<b>Total Expenses</b>	<b>139,380,620</b>	<b>1,835,968</b>	<b>11,425,152</b>
Share of each category in %	91%	1%	7%

**Audit report**

Full financial information for the year is contained on the audit report that is displayed in the LWF website: [www.lutheranworld.org/worldservice-finances](http://www.lutheranworld.org/worldservice-finances).

**BALANCE SHEET AS AT 31 DECEMBER 2019 (EURO)**

	<b>Total 2019</b>	Total 2018
<b>Assets</b>		
Total assets less liabilities	83,649,992	63,967,626
Programs/project balances receivable	9,524,320	9,760,602
<b>Total Net Assets</b>	<b>93,174,313</b>	<b>73,728,228</b>
<b>Liabilities and Reserves</b>		
Current Liabilities		
Un expended balances on programs/projects	12,873,433	13,276,136
Current accounts – former associate/field programs	3,023,005	614,876
	<b>15,896,439</b>	<b>13,891,012</b>
<b>Long Term Liabilities</b>		
Field staff provisions	8,820,684	7,283,549
Provision for staff – assignment, leave and termination	243,229	266,554
Global emergency revolving fund	46,638	46,639
	<b>9,110,552</b>	<b>7,596,742</b>
<b>Total Liabilities</b>	<b>25,006,990</b>	<b>21,487,754</b>
<b>Reserves</b>		
General Reserve	6,294,006	6,137,522
Institutional Capacity Development Reserve	585,000	585,000
Resettlement Administration	640,400	640,400
Field designated reserves	60,647,913	44,877,552
<b>Total Reserves</b>	<b>68,167,319</b>	<b>52,240,474</b>
<b>Total liabilities and reserves</b>	<b>93,174,310</b>	<b>73,728,228</b>



**INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER (EURO)**

	<b>Total 2019</b>	Total 2018
<b>Operating Income</b>		
Member churches and related agencies	38,425,860	37,577,836
Other Partners	94,663,127	90,126,886
Net AVH/VTC operating results	16,079,432	2,258,916
Administration fees	2,501,854	2,429,007
Non-project income	4,796,052	5,475,798
Non-implementation projects	1,434,760	1,501,214
<b>Total Operating Income</b>	<b>157,901,085</b>	<b>139,369,657</b>
<b>Operating Expenditure</b>		
Staff related costs	3,403,876	2,953,034
Travel and representation	206,383	193,912
Other operating expenses	368,609	343,511
Project expenses	130,984,738	125,818,756
Non-implementation projects	1,434,760	1,501,214
Non-project expenses	5,105,124	3,958,173
Committee for World Service	2,218	14,018
Central services allocation	984,905	895,352
Consulting	27,343	23,884
Membership fees	22,539	–
Audit and other professional fees	28,345	34,805
Total Operating Expenditure	142,568,841	135,736,659
Activity based charges to CPs	(358,201)	(175,871)
Central Services Fee to CPs	(375,324)	(256,372)
Activity and Expenses charged to Projects	(12,989)	(23,584)
<b>Operating Result</b>	<b>16,078,758</b>	<b>4,088,825</b>
<b>Financial Income</b>		
Net exchange gains (losses)	(7,364)	37,019
Net gains/(losses) on shares	–	(121,297)
Interest income	–	28,380
	<b>(7,364)</b>	<b>(55,898)</b>
Bank charges	40,944	23,404
<b>Net Financial Result</b>	<b>(48,308)</b>	<b>(79,302)</b>
<b>Extraordinary (expenses)/income</b>		
Project Income Mozambique	–	67,731
Program Monitoring (PMER) expenses	–	(154,540)
Resource Mobilization expenses	(42,434)	–
Global Positions' expenses	(48,392)	–
Systems development expenses	(12,779)	–
<b>Comprehensive result for the year</b>	<b>15,926,845</b>	<b>3,922,714</b>

# GOVERNANCE

## The Committee for World Service

*The Committee for World Service acts as the board for LWF World Service. It consists of LWF Council members, as well as representatives of related agencies.*



Bishop Henrik Stubkjaer (chairperson) is Bishop of Viborg of the Evangelical Lutheran Church in Denmark, and Chairman of the National Council of Churches in Denmark. Until 2014, he served as General Secretary of DanChurchAid, Denmark. Bishop Stubkjaer was elected into the LWF Council in 2017.



Ms. Ranjita Borgoary is a member of the United Evangelical Lutheran Churches in India and the head of the women's desk. She was elected into the LWF council in 2017.



Ms. Jamieson Davies has been Executive Director of the Australian Lutheran World Service (ALWS), the aid and resettlement agency of the Lutheran Church of Australia, since 2018. Before, she was Head of International Programs with Caritas Australia.



Dr. Rebecca Duerst serves as Director for Diakonia with the Global Mission unit of the Evangelical Lutheran Church in America, a member church of the LWF. She served with ELCA Global Mission as program director for global health.



Ms. Eva Ekelund is currently the policy director at Act Church of Sweden. She also used to work as an LWF Regional Representative of the Central America program (2011–2014).



Rev. Dr. Nestor Friedrich in Brazil until 2019 was President of the Evangelical Church of the Lutheran Confession in Brazil. Rev Friedrich was elected onto the LWF Council in 2017 and serves as LWF Vice-President for Latin America and the Caribbean.



Mr. Tomi Järvinen is the Director of International Cooperation and Strategy and Program Development at Finn Church Aid (FCA). FCA is one of the largest Finnish providers of development cooperation and emergency assistance.



Bishop Dr. h.c. Frank O. July has been Bishop of the Evangelical Lutheran Church in Wuerttemberg since 2005. From 2010–2017, he was the LWF Vice President for the Central Western European region. Bishop July was elected onto the LWF Council in 2010.



Mr. Martin Kessler has been Director of Diakonie Katastrophenhilfe (DKH), Germany, since 2011. DKH provides humanitarian aid worldwide and is part of the Evangelisches Werk für Diakonie und Entwicklung, the Social Service Agency of the German Protestant Church. In the Committee, he also represents Bread for the World (Brot für die Welt).





Bishop Milos Klatik is bishop of the Evangelical Church of the Augsburg Confession (ECAC) in the Slovak Republic. Bishop Klatik was first elected onto the LWF council in 2017, and re-elected in 2017.



Ms. Patricia Maruschak was the Program Director at the Canadian Lutheran World Relief, the diaconal arm of the Evangelical Lutheran Church in Canada. Marushak left CLWR in 2019 and stepped down from her position at the CWS.



Bishop Veikko Munyika has been a Bishop for the Western Diocese of the Evangelical Lutheran Church in Namibia since 2013. Bishop Munyika was elected onto the LWF Council in 2017. He previously worked as the HIV and AIDS Coordinator for LWF.



Mr. Jonas Vejsager Nøddekær is the International Director in DanChurchAid (DCA) since 2017. Jonas Vejsager Nøddekær has extensive senior management experience from previous positions in DCA and worked eight years abroad as DCA's Country Representative in Ethiopia, Cambodia, and Myanmar.



Mr. Lasse Schmidt-Klie works as a research assistant for a member of parliament in Berlin, Germany. He belongs to the Evangelical Lutheran Church of Hannover. Mr. Schmidt-Klie was elected onto the LWF Council in 2017.



Ms. Desri Maria Sumbayak is an English lecturer at the State University in Pekanbaru, Indonesia. She belongs to the Indonesian Christian Church (Huria Kristen Indonesia, HKI), working as an advisor for the women's fellowship at the church. Ms. Sumbayak was elected onto the LWF Council in 2017 and serves as LWF Vice-President for Asia.



Ms. Cordelia Vitiello is Vice President of the Evangelical Lutheran Church in Italy, an LWF member church, president of the Evangelical Hospital in Naples, and a member of the Assembly of the Federation of Evangelical Churches in Italy. She was elected onto the LWF Council in 2017.

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## LWF World Service Extended Management Team



Ms. Maria Immonen is the Director for LWF World Service. Immonen is also co-chair of the Steering Committee for Humanitarian Response (SCHR).

Dr. Petra Feil is the Global Coordinator for Systems Development, Quality Assurance, Accountability and Compliance for LWF World Service.



Mr. Chey Mattner is Head of Operations for LWF World Service.



Mr. Bobby Waddell is the Global Funding Coordinator for LWF World Service.



Mr. Leonard Kwelu is the Global Finance Coordinator for LWF World Service.



Mr. Roland Schlott was the Global Humanitarian Coordinator for LWF World Service (until 31 December 2019).

# WAYS TO GIVE

*Your gift of support is the catalyst for change. Your partnership truly makes a difference. Together, a better world is possible.*

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Switzerland

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Switzerland

**2.** Support the LWF through one of our related agencies worldwide, indicating that the donation is for LWF World Service.

**3.** Donate online on [www.lutheranworld.org/donate](http://www.lutheranworld.org/donate)

Please mark your contribution “Department for World Service”. If intended for a specific operation, please also indicate the country program.



Your donation in good hands.

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