

LWF Council
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EXHIBIT 9.1

Report to the LWF Council

Implementation of the 2013 Communion Office Operational Plan



THE
LUTHERAN
WORLD
FEDERATION

A Communion
of Churches

IMPLEMENTATION OF THE 2013 COMMUNION OFFICE OPERATIONAL PLAN

Introduction

The LWF Strategy 2012-2017 directs the work of the LWF Communion Office as the global expression of the communion and provides the platform for strategic leadership and accountability by the LWF Council. The Communion Office Operational Plan (COOP) is structured and linked to the priorities and strategic goals in the LWF Strategy. This report outlines the progress of the implementation of the Communion Office Operation Plan in 2013.

I. PRIORITY ONE: A COMMUNION STRENGTHENED IN WORSHIP AND ONGOING THEOLOGICAL DISCERNMENT, ECUMENICAL DIALOGUE AND INTERFAITH COLLABORATION

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

A. PRIORITY ONE – MAJOR ACHIEVEMENTS

1. The Gender Justice Policy was adopted by the LWF Council and was launched and published in an online event.
2. The Special Committee on Reformation Anniversary 2017 prepared a report which has served as the basis for the creation of a new staff position focused on Anniversary work, the establishment of channels of support and communication with member churches, and relationships with ecumenical partners.
3. *Welcoming the Stranger: Affirmations for Faith Leaders*, a response to an initiative of the United Nations High Commissioner for Refugees (UNHCR), was created, publicized, and distributed by DTPW and several other faith-based organizations.
4. *From Conflict to Communion*, the report of the Lutheran-Roman Catholic Commission on Unity, was published, translated into eight languages, and promoted among Lutheran and Catholic communities.
5. The processes on Lutheran hermeneutics, and religion and development grew in strength and visibility and publications based on these processes were produced.

B. PROGRESS TOWARD PRIORITY ONE OBJECTIVES

Objective 1: The LWF member churches, theological institutions, and networks are engaged in planning for commemorations of the 500th Anniversary of the Reformation.

Anniversary preparations have taken shape and are well on their way.

- The Special Committee on Reformation Anniversary 2017 (SC) submitted a report outlining LWF's approach to the 500th Anniversary of the Reformation. The report, along with the proposed theme, "Liberated by God's grace," was adopted by the LWF Council.

- A new staff position, secretary for ecumenical relations, was created and funded, and the new secretary began work in March 2013.
- Regional leadership conferences and designated contact persons from member churches began sharing their plans related to the Anniversary. Mapping of plans and activities took place throughout the year and continues.
- Some churches and LWF-related networks (e.g., Global Young Reformers Network), especially the ones that had just begun planning processes, have taken up the Anniversary themes proposed by the SC.

Objective 2: Identified Lutheran theologians have strengthened their hermeneutical skills for communion building and biblical interpretation in their contemporary contexts.

The program on hermeneutics for Lutheran theologians was well received, and its results have been published in one volume, with another in process.

- More than half of the theologians who participated in the hermeneutics consultation have reviewed the process favorably in correspondence with the Communion Office. There is also interest in hermeneutics workshops that could be made available to local churches.
- The publication from the first consultation has been distributed and there have been several requests to have the book sent to Lutheran seminaries. The publication of the second consultation is to be finalized by August 2014.
- Theologians who participated in global hermeneutics conferences have served as bridge-builders in the discussion of controversial ethical issues in their regions.

Objective 3: Ongoing ecumenical dialogues have achieved progress, especially in building shared agendas towards the 500th Anniversary of the Reformation.

LWF continues to be a sought after partner in global ecumenical dialogues. Besides continuing participating in long-term existing processes, decisions to hold new dialogues have been made. Preparations regarding joint Reformation Anniversary processes are on their way with most of the dialogue partners.

- The Lutheran-Roman Catholic and the Lutheran-Reformed commissions on unity finalized their reports.
- Signs of deepening relationship and trust among dialogue partners include: the decision to promote the latest Lutheran-Catholic report through a joint cover letter signed by the General Secretary of the LWF and the President of the Pontifical Council for Promoting Christian Unity (PCPCU); the decision of the Lutheran-Orthodox dialogue commission to address the difficult issue of ministry of the Church; the shift of Lutheran-Anglican cooperation from theological dialogue to reflections on joint witness and diakonia; and the work of the trilateral Lutheran-Mennonite-Catholic commission on the historically challenging issue of baptism.
- Reformation Anniversary partnerships are producing concrete results, including the preparation of Lutheran-Catholic liturgical material to be used jointly as part of local, regional, and global 2017 commemorations; the agreement of the Anglican-Lutheran International Coordinating Committee to produce joint study materials on the main theme of the Anniversary; and ongoing conversations with Anglican, Reformed, Mennonite, and Orthodox partners concerning joint processes relating to the Anniversary.

Objective 4: The LWF has articulated a clear theological basis for principles and approaches that are fundamental to the identity, life, and common work of the communion.

This is a cross-cutting priority.

The program on religion and development raised awareness and received buy-in from leaders of the churches involved. These churches have begun to review their own ministry effectiveness and also their leadership structures to allow for greater participation, accountability, and inclusion of lay people, women, and young people.

- The 2013 workshops focused on getting church leaders to buy into a long-term commitment to human rights principles such as participation, accountability, non-discrimination, and legality. These principles were presented in the context of sustainable ecclesiology. Churches are demonstrating a positive response to the workshops by beginning to rework their policy documents to enhance the participation of women and young people.
- Some funders have demonstrated support for the program through increased financial contributions.

Objective 5: The LWF has contributed to policy and institutional changes that promote justice, peace, and human rights, with a special emphasis on improving the lives of disempowered and marginalized people.

This is a cross-cutting priority.

Intense collaboration with colleagues across the LWF has resulted in a great breadth of work on this cross-cutting priority of advocacy and public witness.

- Highlights of 2013 include: collaboration with the Office of the UN High Commissioner for Refugees (UNHCR) and with other faith-based NGOs in the drafting and publication of the *Welcoming the Stranger* document—a first-ever interfaith commitment to the protection of refugees and other forcibly-displaced persons; the *Welcoming the Stranger* roll-outs; collaboration with the World YWCA in submissions to the UN relating to the rights of women; contributions to the annual UN Forum on Minority Issues; and the dramatic and effective LWF delegation (made up of youth) at the UN Climate Change Conference (COP 19) in Warsaw.
- Research and staff support were provided for seven statements of the LWF Council, including an omnibus statement on freedom of religion. Numerous letters and messages were drafted for the General Secretary.
- DTPW has collaborated closely with the World Council of Churches (WCC) on issues of economic justice and freedom of religion, with ACT Alliance on refugee protection and civil society space, and with both on climate change.
- The new Advocacy Officer was chosen from an excellent pool of candidates and began service in March 2014. As part of an annual internship, an intern began working in April 2013, was trained, and has done good work over the past year.

Objective 6: The Communion Office, member churches, and field programs have improved practices for women's empowerment and gender justice with policy guidelines to ensure equal participation.

This is a cross-cutting priority.

The adoption of the Gender Justice Policy was a great achievement. Innovative and creative work grounded in this policy is flourishing within other units and departments. Regional platforms and member churches are helping to implement the policy.

- The Gender Justice Policy was adopted by the LWF Council in June 2013 and launched and published in an online event in October.
- Regional theological meetings on women and gender justice were held in Brazil (for Latin America and the Caribbean), Budapest (for Central and Eastern Europe), and South Africa and Ethiopia (for Africa). In Asia, the North East Asia Lutheran Communion (NEALUC) region started a process. The issue of women in the ordained ministry was at the center of the discussion of the women theologians' network in each regional process. Commitments for publications and special initiatives were agreed upon in all regions.
- A Women in Church and Society (WICAS) delegation participated in the 57th session of the Commission on the Status of Women (CSW). Two members of the delegation gave panel presentations on issues of women's health and rights. A significant outcome of the delegation's participation in the CSW process has been the importance of offering visibility to work done at regional and local levels. This makes way for solidarity, storytelling, and cooperation at the international level. An important product of the CSW process, which is facilitated through Ecumenical Women at the UN, has been to establish synergies with faith-based organizations, civil society networks and diplomatic missions equally concerned by strengthening women's leadership and ensuring accountability on the protection and promotion of women rights.
- In regard to the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), an ecumenical discussion on human rights was held with World YWCA and WCC. There was collaboration with World YWCA on the Universal Periodic Review (UPR) on the Democratic Republic of Congo (DRC).
- In addition, WICAS' was in close collaboration with the Department for World Service (DWS), Finn Church Aid, and the women lawyers' network in eastern DRC, made possible the participation of the Evangelical Lutheran Church of Congo (through its women's network national coordinator) in the drafting of a shadow report to CEDAW on the situation of women in the Eastern provinces. A similar process took place in Colombia, where the church and the DWS country program staff participated actively in the drafting of a shadow report and one person attended the CEDAW session in October.

Objective 7: The LWF has established dialogue and *diapaxis* with identified interfaith partners on public space and citizenship in light of the Lutheran-Reformation heritage and in view of contemporary challenges in plural societies. (Reformulated objective)

- A partnership with the Center for Islamic Theology in Muenster (Germany) was established. An International Christian-Muslim Consultation on the Role of Faith in the Public Sphere ("Creating Public Space") was co-sponsored and the agenda developed jointly. In Tanzania, planning for an interfaith consultation has been jointly undertaken with Muslim representatives. In Indonesia, contacts were established with the Islamic State Institute in Medan in preparation for the LWF Council meeting in June 2014.
- At the LWF Council in June, a questionnaire was distributed in order to start the process of mapping interfaith expertise in the Lutheran communion.
- The interreligious program provided theological and conceptual expertise as DWS explored the possibility of cooperation with Islamic Relief. The program contributed to the Christian-Muslim workshop in Amman in September. It also provided expertise in preparation for the

climate change advocacy at the UN Climate Change Conference (COP 19) held in Warsaw in November 2013.

C. FACTORS LIMITING PRIORITY ONE PROGRESS

1. The Council discussion on the Gender Justice Policy (GJP) included major elements of criticism concerning some parts of the draft documents that had not been raised during the preparatory process. This delayed the publishing process of the GJP.
2. There was a lack of staff in some of the key program areas of DTPW—interfaith, ecumenical relations, and 2017 preparations—during the first two months of the year. The gaps were covered by the end of the year.
3. Administrative staff resources were quite limited throughout the entire year.

D. PRIORITY ONE LESSONS LEARNED

1. The ability of DTPW to prepare the COOP for itself, based on the actual learning and expertise of the present staff, will be more likely to result in clear and realistic goals and progress indicators.
2. The DTPW program structure relies strongly on individual thematic programs for which one or two staff members are responsible. In the future, however, it will be important for these individual programs to work within overarching themes. This will help to connect individual programs and will strengthen all DTPW staff members' understanding of the overall role of DTPW within the LWF strategic framework. This will help DTPW to be more strategic in its partner and fundraising relations.

II. PRIORITY TWO: MEMBER CHURCHES GROWING IN CAPACITY FOR HOLISTIC MISSION AND DEEPENING RELATIONSHIPS WITH EACH OTHER

Implemented by the Department for Mission and Development (DMD)

A. PRIORITY TWO – MAJOR ACHIEVEMENTS

1. Communion and regional networks were strengthened in the areas of theology, diakonia, communications (regional networks), HIV and AIDS, and leadership development. An important step was taken toward establishing a Lutheran Theological Education Network (LUTEN). A seven-person resource group representing member churches in all the regions of LWF developed guidelines for strengthened networking among Lutheran churches, their theological institutions, and networks, and was endorsed by the Committee for Mission and Development.
2. DMD took up new areas of concern related to the Reformation Anniversary (in dialogue with DTPW) and the disaster preparedness program (implemented with DWS).
3. New ways of connecting members were explored: links to DMD's work were widened through the Virtual Conference on Diakonia; and focused political advocacy was combined with an interactive online game for youth, "Journey to Climate Justice."
4. DMD continued to be the communion-wide focal point for member churches in the different regions. It provided accompaniment in various ways to member churches through projects, visits, and support in situations of tension and humanitarian crisis. It supported other communion departments (DWS, DTPW, and the General Secretariat) in their relations with member churches. Four regional Planning Monitoring Evaluation and Reporting (PMER)

capacity-building workshops held in Asia, Africa, Europe, and Latin America helped member churches better understand programmatic priorities and enabled them to send more focused, higher-quality project applications.

5. DMD continued to evolve and find ways to strengthen the organizational capacity needed to enhance its effectiveness. The first Sub-committee for Mission and Development approved 28 new member church projects, affirmed the programmatic strategic directions taken by the department and further affirmed the integration of programmatic and project work as crucial for holding together the pillars central to DMD's work. Staff training on PMER (five workshops), and a gender analysis training (one workshop facilitated by DTPW-WICAS) were organized to boost staff capacity in these areas. In December a critical self-assessment was conducted in order to improve the focus and quality of the department's work.

B. PROGRESS TOWARD PRIORITY TWO OBJECTIVES

Objective 1: The member churches and related organizations share information, exchange knowledge and collaborate through joint activities as part of regional expressions and other communion networks within and across regions.

Regions met to exchange ideas on how to tackle common issues and share information on successes, opportunities, and challenges faced by member churches. Communicators and liaison staff have been trained to improve information sharing among member churches in the different regions.

- European regions are becoming more willing to work together on joint challenges, particularly in terms of the changing relationships of churches to the State and the role of churches in societies that are increasingly secular and global.
- Member churches in Myanmar, DRC, and Cameroon met for conflict mediation and peace building. An agreement establishing the Federation of Myanmar Lutheran Churches was signed in Bangkok. The Lutheran Communion in Central and Eastern Africa (LUCCEA) has assisted in the DRC conflict.
- Ten liaison staff from member churches in Asia were trained to provide news articles for Asian Lutheran News (ALN). Participants in a training workshop for communicators in Africa committed to contributing stories to the Africa Lutheran Communication and Information Network (ALCNET). The United Evangelical Lutheran Churches in India (UELCI) communications project accompanied member churches in setting up websites to share information about church activities.
- Four strategic leadership workshops were facilitated in Honduras, Nigeria, South Africa and Indonesia, bringing together about 106 participants from 19 member churches. Participants reflected on good leadership, various aspects of Human Resources Development (HRD) and Human Resources Management (HRM), and drew action plans for contextualizing the Human and Institutional Capacity Development (HICD) frameworks.
- The Lutheran Communion in Southern Africa –Nordics Diakonia (LUCSA-LUNODIA) project, supported by DMD, assisted 16 member churches in Southern Africa to strengthen diaconal capacity.

Objective 2: The member churches, theological institutions, and networks are strengthened to respond to challenges of their context.

- The Africa, Asia, and Europe regions identified important regional agendas towards 2017. The Africa region will focus on Marangu 2015 as an important landmark in the African communion of churches.
- Thirty faculty candidates were enrolled for higher training in Africa, Asia, Eastern Europe, and Latin America.
- Ten member churches strengthened their capacity for theological education and formation through improved communications mechanisms (Argentina), practical and theological training of pastors (DRC), and by upgrading institutions and increasing the number of trained pastors (Nigeria).
- The Asia region identified and further developed key aspects of Lutheran theology to promote Lutheran identity.
- Through project management accompaniment, 10 member churches improved project management capacity directed at developing theological competencies.
- LUTEN guidelines for a longer term process of strengthened networking among Lutheran churches, their theological institutions, and networks were developed and received by the Committee for Mission and Development.
- DMD continued to strengthen communion and regional networks in the areas of theology, diakonia, communications (regional communications networks), HIV and AIDS and leadership development. Leadership development was done mainly through the Pre-Council for Youth, the Global Young Reformers Network, LAC Youth Advocacy Training, women's mentoring program with WICAS, strategic leadership workshops conferences, the Sustainability Program in LAC, and regional meetings gathering the church leadership.
- The Sustainability Institute was inaugurated in Latin America and the Caribbean, which is a major milestone for the integration of sustainability themes into the curricula of theological institutions. In Asia and Africa, progress was made toward revising the theological education curricula to include HIV and AIDS issues.

Objective 3: The member churches have developed a better understanding of and capacity to engage in effective diakonia that embraces local, regional, and global standards.

Training, workshops, and diakonia scholarships have contributed to capacity development. A virtual conference introduced the concept of communities of practice, and mapping of ideas was done as a follow-up. Several churches in high needs contexts have been approved for funding for diaconal projects.

- DMD offered focused on-line and on the spot support to 43 member churches that had difficulties meeting the project planning, monitoring, evaluation and reporting (PMER) standards set by the communion. Four regional capacity-development workshops on PMER were held in the member churches in Europe (10), Asia (2), Latin America (5) and Africa (3). These workshops resulted in increased understanding of the new LWF/DMD priorities and improved project management skills.

- The Virtual Conference on Diakonia gathered over 400 participants from 64 countries, mostly pastors, congregational leaders, and diaconal workers. Participants interacted with key speakers in written comments. A video made interaction possible for participants with slow Internet connections.
- Through the Capacity for Disaster Preparedness and Emergency Response, a global workshop and two country-level workshops were held. There were a total of 56 participants (22 female and 34 male) from Colombia, Kenya, Liberia, Madagascar, Myanmar, and Nigeria. The workshops shared humanitarian principles and action especially in the area of protection and psycho-social support, as well as helping participants to reflect on church-specific roles and motivations and to develop contingency plans.
- The Human and Institutional Capacity Development Committee approved 84 new scholarships, 26 for theological education and 58 for diakonia/development.
- The member church in Sri Lanka began implementing its diaconal project. LWF governing bodies approved three churches in the Mekong region for projects beginning in 2014.
- The booklet *Seeking Conviviality: Re-forming Community Diakonia in Europe* was published in partnership with the International Academy for Diaconia and Social Action, Central and Eastern Europe.

Objective 4: The member churches work together to develop, promote, and implement common standards in good governance and participatory leadership that are theologically grounded and proactive oriented.

Churches are increasingly engaged in understanding and implementing good leadership and sound institutional practices.

- The online game “Journey to Climate Justice” gathered 221 registered and active participants from 42 countries from all LWF regions.
- The LWF delegation to the UN Climate Change Conference trained and strengthened seven young leaders and resulted in a global interfaith campaign on climate justice, as well as a close collaboration between LWF and the UN Framework Convention on Climate Change (UNFCCC) Secretariat.
- Strategic leadership seminars were facilitated for churches in Nigeria, Honduras, Indonesia, and South Africa.
- At least six member churches in Latin America, Africa, Europe, and India have embarked on projects to develop youth leadership.
- A document for developing standards of good practice was discussed then received by the DMD Committee at Council.
- Leadership development was done mainly through the Pre-Council for Youth, the Global Young Reformers Network, Latin American and Caribbean (LAC) Youth Advocacy Training, the women’s mentoring program with WICAS, strategic leadership workshops/conferences, the Sustainability Program in LAC, and regional meetings of church leaders.

Objective 5: The member churches are engaged in advocacy for justice and human rights with ecumenical partners, civil society actors, and the participation of marginalized and vulnerable people.

Advocacy activities and exchange visits empowered member churches to take up issues such as poverty, illegitimate debt, climate justice, and HIV and AIDS. Ecumenical and other joint action initiatives were undertaken in Europe and Latin America.

- The Youth Advocacy Program on Climate Justice trained 16 youth leaders in LAC.
- Twenty-two participants from 12 countries, including Roma, participated in a conference on Roma and equal citizenship. The document "Recommendations for churches" was published in January 2014.
- New strategic directions were established for the LWF Task Force on Poverty in Africa. Two sub-regional expressions, LUCSA and LUCCEA, developed work plans to guide their programs on poverty.
- In LAC, exchange visits were facilitated among HIV and AIDS network members. An HIV and AIDS training workshop was held in Africa, resulting in the establishment of a sub-regional network.
- DMD provided project support for at least 18 member churches engaging in advocacy on issues related to youth, illegitimate debt, ecological justice, HIV and AIDS, minority rights (such as Dalit liberation), human trafficking, and other human rights issues.

Objective 6: The member churches and their related organizations increasingly practice the LWF principles of inclusiveness ensuring fair and equal participation of women, men, and youth at all levels of decision making.

The program on Inclusive Communion helped the department to develop tools for gender analysis in its programmatic and project work, scale-up empowerment for women in leadership in LWF member churches, and map youth participation in the LWF communion of churches. The work on gender perspectives and women's empowerment was done with substantial involvement of the DTPW's WICAS desk.

- The Gender Perspective program developed tools for gender analysis in member church projects and DMD programmatic work. This tool will be used to launch an e-learning module program with the LWF member churches implementing DMD supported projects.
- Thirteen LWF/DMD projects addressed the issue of inclusiveness. Evaluations from four regional project management training sessions with a gender component indicated that understanding of the importance of gender assessment in their work was improved in 15 member churches. All LWF/DMD project applications coming from the member churches in 2013 included a gender component, addressing the issue of fair and equal participation of women and youth at all levels of project implementation.
- In collaboration with DTPW-WICAS, a workshop was facilitated on global training in mentorship for 15 women from all regions. Participants included theologians, women in leadership, and women in project management.
- The LWF Youth Desk carried out a mapping exercise of youth participation and leadership in member churches.

C. FACTORS LIMITING PRIORITY TWO PROGRESS

1. Programmatic structure was too extensive, considering the available human and financial resources. As the new tasks of program team coordination were added to staff's regional and global responsibilities, there was some confusion concerning expectations and perceptions. There were two staff changes in the department—the Director of the department changed and a new position, Secretary for Comprehensive Capacity Development, was created and filled. This resulted in some delays of process and program implementation.
2. Monitoring the department's achievements against the COOP objectives was a challenge because the objectives were too broadly defined. There are facts and figures available to monitor the progress that the department has made but some indicators do not adequately show the results of activities undertaken. There is also a limited ability to measure achievement. It is hoped that this will be addressed in the 2015-2016 COOP revision.
3. Capacity development is supported through program work, project work, and network building, but the overall concept needs to be better developed and a more systematic approach taken.

D. PRIORITY TWO LESSONS LEARNED

1. In 2013 there was a move towards improving the structure of the department to emphasize its programmatic goals. However, it became evident that the programmatic structure is still too complex. It is also too broad considering the human and financial resources that are available. The focus needs to be sharpened to make it more coherent.
2. In spite of the improvements achieved under the new structure, there is incongruity between the desk structure and the programmatic approach. This is especially true in the case of the increasing demands for regional/area coordination and services to member churches and other LWF departments and the necessity of accomplishing programmatic tasks.
3. The move to integrate projects and programs is positive, but it is not enough to categorize projects according to the thematic areas. The projects must also be part of the teamwork discussions. Further integration of projects and programs needs to be promoted. Results need to be better systematized.
4. The team approach and structure was a good innovation for improving the collaborative, interdisciplinary, and inter-regional dimension of DMD. But it needs to be evaluated along with the review of the program structure. Additionally, the work of the teams needs to be more structured and better planned on the department calendar. Finally, it is unclear how to integrate the administrative staff as full participants in the staff teams.
5. The monitoring and the review of the programs on content and finances should be included in regular DMD staff meetings.
6. The proclamation dimension of the holistic mission of the Church does not seem to be equally developed and implemented in the new program structure. The stakeholders should reflect further on this issue.
7. DMD has become motivated to further strengthen the use of social media for accompanying the churches based on the experience of facilitating a virtual conference for diakonia and of holding online meetings of the international resource group that prepared the LUTEN Guidelines.
8. Communication with stakeholders needs to be more frequent and of higher quality.

III. PRIORITY THREE: EFFECTIVE AND EMPOWERING DIAKONIA ADDRESSING HUMAN SUFFERING, INJUSTICE AND EMERGENCIES

Implemented by the Department for World Service (DWS)

A. PRIORITY THREE – MAJOR ACHIEVEMENTS

1. In 2013 there was a marked increase of complex and large emergencies to which DWS has responded. Crises took place in the Central African Republic (CAR), South Sudan, and Syria and in each case there was a high influx of refugees into neighboring countries. Additionally, DWS developed new forms of collaboration in response to crises, linking international with national humanitarian response by providing additional capacity to national partners. DWS worked with the National Council of Churches in the Philippines and the United Church Council of the Evangelical Lutheran Churches in Namibia to assist disaster-affected people in the Philippines and Namibia.
2. Several country programs received awards or prizes in recognition of their quality services, namely: Burundi, Uganda, Ethiopia, Kenya, Nepal, Laos and Myanmar. South Sudan and Myanmar have won very prestigious European Union (EU) proposals with regard to child education in conflicts (EU Nobel Prize program).
3. In cooperation with the (Islamic) Humanitarian Platform, DWS organized a workshop on “Christian-Muslim Humanitarian Partnership” in Amman, Jordan. As a result pilot projects in Kenya, Jordan, and Myanmar are exploring the possibilities of collaboration with Islamic Relief Worldwide. This initiative is carried out in close cooperation and consultation with DTPW on interreligious relations.
4. The Child Rights Project was successfully implemented in six countries. DWS has also helped to introduce the child rights focus in other country programs and project proposals.
5. DWS has secured solid funding of its programs, with several new partners and donors supporting DWS programs. DWS has achieved an EU-ECHO framework agreement. DWS was able to register at BRPM (US State Dept.) to apply directly and has already secured two grants – for Chad and Nepal totaling USD 920,000 to support CAR and Tibetan refugees. The Salvation Army, the Czech Diakonia (Church of the Brethren in the Czech Republic), and the government of the Czech Republic are among the new partners and donors.

B. PROGRESS TOWARD PRIORITY THREE OBJECTIVES

Objective 1: LWF has increased its capacity to respond to emergencies and in situations involving refugees, internally displaced people, and forced migration.

DWS income has increased when others in this sector struggle. Funding was diversified by gaining direct access to ECHO funds with a project in South Sudan. That first grant was given from the EU Nobel Prize funds and is considered very prestigious. A new direct donor, the U.S. Bureau of Population, Refugees, and Migration (BPRM), granted funds for Chad and Nepal. DWS secured Framework Partnership Agreement (FPA) status for 2014. DWS has negotiated overhead costs that cover coordination in Geneva (NICRA) of about 5%. Also for 2014, DWS succeeded in getting a new ECHO FPA signed that allows DWS to submit a proposal directly to ECHO. New funding opportunities were found for Uganda, Burundi and the DRC.

- Responses to the crises in CAR, Namibia, Angola, and the Philippines were quick, effective, and sometimes innovative, using the e-portal that was developed by LWF in collaboration with

ACT Alliance.

- Some 1,470,000 refugees/internally displaced persons (IDPs) and disaster-affected persons were assisted. With an increase in UNHCR funds, funding levels increased by 23%.
- All country programs with refugees and IDPs have signed a partnership agreement with UNHCR. After the completion of the official registration, LWF Myanmar has also entered a Partnership with UNHCR in Rakhine State.
- LWF was the fourth largest UNHCR partner and its largest faith-based partner in 2013.

Objective 2: The LWF member churches and country programs are increasingly involved in coordinated emergency preparedness and response and other activities relevant to their context.

This objective was only partially achieved due to limited resources and the late start of the capacity-building program for Disaster Preparedness and Response. The collaboration with DMD was good, but needs to be reinforced in 2014.

- Philippines and Namibia are good examples of how DWS can work more closely with churches. However, there is no Country Program in the respective countries.
- DWS country programs played an important role in the national ACT Alliance Forum. Senior staff were sent to the meeting and served as conveners when needed.

Objective 3: The LWF's global humanitarian and development program reaches more communities through its growth in countries and regions that are highly vulnerable and poorly supported by programs and resources.

DWS delivered and developed new forms of collaboration (with national partners and churches) in response to crises.

- DWS was successful in mobilizing more resources for programs and emergency response. The increase was due to an increase in humanitarian funding.
- The audit report confirmed a positive funding trend. While there is a reduction of funding from related agencies, World Service was able to equalize this trend with access to new donors and increase of funding from UN organizations.
- LWF Angola is one of the underfunded programs. It could increase its funding somewhat due to its work on the drought situation in the country and the subsequent assistance from drought emergency funds. But underfunded programs in general were not successful in raising more funds. Laos was successful in program funding (Brot fuer die Welt) and Myanmar became more consistently successful in attracting different types of funding.
- Namibia, the Philippines, Laos, and Myanmar are examples of new forms of collaboration in response to crises. One other new emergency start-up was in CAR, which was successful in finding sufficient funding, but needs close accompaniment due to the increasing violence.
- DWS has over achieved its target of setting up two operations per year in 2013 because it has started or expanded operations in CAR, Namibia, Angola, Uganda (DRC refugees), South Sudan, and the Philippines.

Objective 4: LWF country programs have fully applied the integrated, rights-based, and empowerment approach and achieve program quality consistent with international standards and best practices.

A good example of the achievement of that objective is DWS' biggest project, the Child Rights Project that was implemented in six countries and that had a specific budget for its accompaniment by Geneva-based staff that included a workshop organized with Church of Sweden (CoS) where field-based project staff got the opportunity to meet with Geneva LWF and CoS staff in Bossey. This project promoted the Rights-Based Approach (RBA) and helped to introduce the child rights focus in other project proposals.

- An action plan to improve the RBA was developed and influences the 2014 work plan. LWF Myanmar and Laos have just revised their Project Documents (PD), including the planning, monitoring and evaluation that will make RBA more explicit in their work. In Mauritania, an RBA used in the framework of an EU project showed that it needs to be adapted to the local context. In camp management, LWF programs increasingly developed an RBA perspective by including refugee leaders in camp management and applying Humanitarian Accountability Partnership (HAP) benchmarks such as information sharing and complaints mechanisms.
- The Child Rights Project was a positive example of how to integrate and embed RBA principles in practice.
- Country programs carried out projects valued at more than €60 million annually, improving the lives of more than 1.2 million people in the thematic areas. An audit report is being shared separately.
- Evaluation reports show mixed results. Where CP is focused, such as in freeing bonded labor in Nepal or obtaining land rights for Afro-Americans in Colombia, efforts have been successful. Some results suggest that success is less obvious when CP respond too much to donor/related agencies and funding opportunities that do not really fit.
- In Nepal, LWF introduced Climate Field Schools for active farmer groups, where farmers learn in the field with their crops while testing new technologies and recording weather data.
- An accountability survey showed that all CP have complaint mechanisms in place.

Objective 5: The global diaconal work has strategic and effective relations with related organizations, implementing and funding partners and ACT Alliance.

- PCFA was successfully developed; however, implementation of the PCFA is sometimes hampered by the regional offices of related organizations. Parallel bilateral projects with the same agencies require different reporting formats, which sometimes leads to confusion.
- Funding of one ECHO and two BPRM proposals was achieved.
- Engagement in ACT Alliance Forums is high. Feedback from the country programs on the Forums is positive. An assessment of LWF's engagement with the ACT Alliance Secretariat is underway.

Objective 6: Country program management teams are working together for effective program impact, accountability, visibility and financial sustainability, supported by the Communion Office.

Reviews of Accountability, the Emergency Hubs and the PMER were successfully conducted and oriented DWS for immediate and mid-term actions.

- Depending on the country program, the reviews may take longer (Ethiopia, Mauritania, and Mozambique). Reviews will be conducted in a more timely fashion for Central America and Colombia. Reasons for this differentiation relates to positions and countries, but can include salary levels and contract conditions, lack of local experts in finance, and leadership.
- The idea of management teams working together is generally accepted. We need to look more into the performance of the management team and have agreed on a management review tool and management dashboard for 2014 that can inform the Geneva office and the Country Program better on where they stand and what may be expected from them.
- There is evidence of training knowledge being applied to enhance delivery on commitments in the DWS Accountability Framework, especially where the regional accountability officer works: Dadaab, Kenya; South Sudan; Djibouti; Uganda. However, Nepal also has shown evidence of applying knowledge during a fraud investigation.

C. FACTORS LIMITING PRIORITY THREE PROGRESS

1. The staff turnover (one Program Officer and the Program Coordinator) influenced the second half of the year. New operations in Namibia and the Central African Republic (CAR) as well as new operations in South Sudan stretched the capacities in Geneva to the maximum. This has led to discussions of workload related to new initiatives and problems in managing growth within existing portfolios. The Humanitarian Emergency Team reached its limits and it was decided to develop a new position for a Humanitarian Coordinator. This would also allow the new Program Coordinator to take up more development issues and pursue the integration of the rights-based approach into the programs. The update of the rights-based manual and the respective training were not done due to staff limitations.
2. The Knowledge Management Concept is not yet sufficiently developed, though at the Global Management Team meeting some progress was made. This needs follow-up by the new Program Coordinator.
3. The Global Management Team meeting with more than 120 participants was a highlight, but also contributed to the overstretching of staff capacity in Geneva.
4. The year ended with the outbreak of violence in South Sudan and CAR. This led to the evacuation of the teams from both countries before Christmas and the need for close monitoring of the situation at the end of the year so that the staff in charge did not have much rest.
5. With regard to the Associate Programs, some progress was made with the workshop in Lima, but various problems with a number of Associate Programs continued to occupy the attention of several DWS staff, including the director. The new Memorandum of Understanding requires intensification of monitoring and accompaniment by staff in Geneva. To become more efficient it was decided to redistribute the responsibilities for the Associate Programs to the POs responsible for the region.
6. The capacity building for the member churches in disaster risk reduction that was planned to take place together with DMD was hampered by the late start of the staff for global capacity building in DMD. For 2014, a more detailed planning for capacity building for member churches should enable the DWS to achieve the planned activities and indicators.
7. There has not been an analysis of training needs for country programs and staff due to staff turnover in the Human Resources Office.

D. PRIORITY THREE LESSONS LEARNED

1. Overall 2013 was a very successful year, as evidenced by stable funding, new funding partners, and expansion of programs. At the same time DWS has overstretched its capacities and will have to consolidate achievements in 2014 rather than seek further expansion.
2. The COOP has been a very useful instrument for planning and evaluating the work of DWS. However, DWS has learned that some indicators and even some objectives are not set in such a way that they can be easily monitored or measured, and so do not provide helpful guidance. It is recommended that COOP objectives and indicators be reviewed and revised from time to time.

VI. PRIORITY FOUR: ORGANIZATIONAL SUSTAINABILITY AND EFFECTIVENESS

Implemented by the Department for Planning and Operations (DPO)

A. PRIORITY FOUR – MAJOR ACHIEVEMENTS

1. Coherence and alignment of the LWF Strategy was achieved through an organization-wide system of planning, monitoring, and reporting based on the Planning Performance framework.
2. Corporate visibility was attained by means of visual identity and a new website.
3. Programs and participation were linked with church membership.
4. Income, funding, and financial performance were better coordinated.
5. Human Resources responded to a high volume of staff recruitment needs.

B. PROGRESS TOWARD PRIORITY FOUR OBJECTIVES

1. Communications

Objective 1: The communications strategy guides all Communion Office communications and ensures a coordinated achievement in internal and external communications across the LWF.

The communications strategy was implemented and made good advances on major strategic developments such as the LWF web presence.

- The new global website was launched in June. This was a time-consuming but successful project, thanks to staff members who worked flexibly and pulled together to make it happen.
- All 12 issues of LWI were published in 2013. A steady news flow was maintained. Cooperation with colleagues in the Communion Office made news production easier.
- The Communion Office Leadership Team (COLT) underwent crisis communication training and the consultant worked on a crisis manual which we received in draft. The final version will be published in the first quarter of 2014.

- The Communications Office worked with other departments on the infrastructure and some improvements were made. There is still extensive work to be undertaken to build up regional networks and build a better communications infrastructure.

Objective 2: A redesigned corporate identity is being used to express visually the LWF vision and mission.

- The visual identity of the LWF was approved in 2013 and guidelines were developed.

Objective 3: The Communion Office—including regional expressions—is using new media and new communications tools strategically.

- Social media was used to some extent in 2013, although not on the scale it was foreseen due to the priority placed on establishing the web platform first.
- ResourceSpace is up and running. A few technical hitches will be addressed.

Objective 4: LWF staff training in communications processes, including new forms of media, is ensuring the coordinated implementation of the communications strategy.

- During the Week of Meetings all staff underwent a training session on messaging. Due to the scope of other projects, no additional training was taken on in 2013.
- The communications guideline has been deferred to 2014 as priority was given to the web and news flow in 2013.

2. Financial Sustainability

Objective 1: Future financial sustainability is underpinned by a planned and coordinated approach to fundraising that will result in increased income to support programs.

Progress has been made in formulating the fundraising strategy.

- The Endowment Fund Board was refreshed and Endowment Fund performance improved so that there will be a distribution of funds from them into the 2014 budget.
- The Endowment Fund Board has been reorganized, with new members added; policies were reviewed and updated to better serve the purpose of endowment funds.
- Closer monitoring of the Endowment Fund and treasury investments was undertaken.
- One new source of funding has been achieved with a successful funding application to the Robert Carr Fund (HIV and AIDS with DMD).

Objective 2: Member churches contribute their full fair share of membership fees.

Membership fee contributions received were Euro 2.4 million or 99% of the target.

- Individually tailored membership letters helped churches to recognize their level of engagement with the LWF. Linking programs and participation with church membership

was effective; personalized letters prepared jointly with DMD resulted in increased membership income of back payments.

- Further follow up with non-paying churches has started to change the mindset about their obligation and commitment. There is more work to do here, including better articulation of the value of membership rather than the cost.

Objective 3: The Communion Office demonstrates responsible stewardship and accountability for the resources entrusted to it.

The unit has developed a more integrated and efficient financial management and control system serving all departments and country programs. There has been a general appreciation for the high quality financial management, accountability, and reporting, both internally and with funding-related organizations and donors. Financial reports were submitted on time; donor queries were cleared as per the Program Cooperation Frame Agreement (PCFA).

- The Communion Office internal audit and financial review improved and strengthened the financial system.
- LWF adopted the unified accounting software, the SAGE ACCPAC system, used both for the LWF Geneva office and country programs.
- Income monitoring and expense/budget control reports were submitted in a timely way to COLT for quarterly management analysis.
- The PCFA reports have been timely and fully complied with. Because of this, complaints from donors have been minimal. The audit reports were issued on time and the reports were unqualified and clean. An unexpected large expense for 2013 was the pension shortfall, which had to be paid in full to complete the liquidation.
- The full and final liquidation of the staff welfare plan was completed in September.

3. Human Resources

Objective 1: Implementation of the human resource strategy is delivering: Planned staff development, efficient processes and procedures, a motivational and inclusive work culture, a service oriented Human Resources Office for the Communion Office and country programs.

The human resource strategy, including the staff development plan is still a work in progress. The Meeting of Officers approved the revised LWF Personnel Policies.

- Faster processing time for all human resource procedures has been achieved especially with regards to recruitment.
- Staff satisfaction with Human Resource systems has increased.
- A reflection process on an updated staff appraisal has started.
- Financial savings have been achieved on the insurance for international staff.
- Improvements have been made in the consistency of human resources policies and in compliance with Swiss law (such as the retirement age for men).

Objective 2: The LWF makes progress toward achieving its gender equality targets, including an improved gender balance at executive and administrative levels.

LWF continued to maintain its gender equal salary certification with the Geneva-based Fondation Equal-salary organization (www.equalsalary.org).

- Progress has been made toward reaching targets for gender equality at all staff levels. More women have been hired at all levels. The LWF Communion Office passed the gender audit.

4. Communion Office and Governance Development

Objective 1: Communion Office systems and processes are continuously improved and integrated to achieve efficiency and effectiveness, collaboration and accountability.

LWF organization-wide plans and planning processes were aligned to the LWF Strategy, and some administrative and office systems were reviewed and updated.

- The 2013 COOP was developed to guide the implementation of programs and activities.
- Interdepartmental collaboration on planning and finances was improved.
- The archiving structure was made consistent with the LWF Strategy based on International Organization for Standardization (ISO) standards as defined by UNESCO, including record management and film digitalization.
- The number of researchers has steadily grown, as have linkages with member church archives, thanks to the new ScopeArchiv system.
- Software was smoothly upgraded. The Monitoring and Reporting System (MARS) was transferred to the SharePoint environment. Staff members were trained.
- The administrative guidelines were brought up to date.
- The Communion Office Leadership Team (COLT) periodically monitors the performance of the COOP, the various processes, accountabilities and actively engages with any challenges and risk mitigation.

Objective 2: The Communion Office maintains effective relationships with its key partners in a spirit of mutual cooperation, shared commitment and clearly differentiated roles.

LWF, together with its many partners, including related organizations and other funding partners, acted with mutual responsibility and solidarity in the sharing of common resources to support programs and projects jointly.

- The stakeholder/relationship analysis has been developed in collaboration with the various related organizations.
- Related organizations engaged in discussions and decisions on common programs.
- Compliance with PCFA commitments and requirements, including backlog reporting, has been completed.
- Program Plans and the Annual Funding Request have been prepared in a timely manner.

Objective 3: The LWF Council and its Committees are supported to fulfill their responsibilities and members are actively engaged in the ongoing development of the LWF's governance processes and practice.

Regular and timely information was shared with the Council members regarding the life and work of LWF.

- Council members were actively involved in their strategic role of governance.
- Council actions were implemented and reported back to Council.
- Feedback and evaluations during Council meetings were gathered and incorporated into further planning processes.

C. FACTORS LIMITING PRIORITY FOUR PROGRESS

1. Communications: some translations, planned news items, and other language web editions and social media projects did not take place; in other cases, the publication process was delayed.
2. Finance: the LWF-wide procurement policy is still a work in progress; staff training and capacity building on the new accounting system requires further work.
3. Resource mobilization: the development of the LWF comprehensive fundraising strategy still needs further work, including the development of an online mechanism for giving and deepening of relations with partners.
4. Human Resources: the turnover of the Head of HR affected the implementation of the work plan; the update of the Personnel Regulations is still a work in progress.
5. Planning: there still needs to be a better and systematic way of monitoring and analyzing results; income coordination, the annual funding request, and other fundraising activities need to be strengthened and improved.
6. Full implementation of ScopeArchiv has to be pursued with WCC.

D. PRIORITY FOUR LESSONS LEARNED

1. We continue to develop a more integrated and efficient financial management and control system serving all departments. The accounting system change process requires more intensive staff training and capacity building at the start-up phase.
2. The planning and reporting processes and system could be simplified and made fit for purpose. There is a need for more intentional collaboration in planning, income coordination and monitoring.
3. It is generally accepted that there is no easy fix in terms of resource mobilization. LWF has relied on its donor agencies for more than 60 years. Potential donors outside the ecumenical movement need to be located. We need to continue to identify new sources of funding to support programs.
4. There has been an improvement in the way we communicate with member churches in relation to membership contributions. Membership income has increased although there is still work to be done in this respect..

5. It is important to have a Human Resource strategy with a bigger picture for the whole organization. This helps the unit understand why certain objectives have been set and how the plan will add to overall organizational growth.
6. Archives are a rich source of materials and institutional memory.
7. Discussion needs to continue on how to deal with the increasing workload and the number of ad hoc activities with the view of planning for 80% of one's time and setting aside 20% for unexpected or unforeseen urgent issues.

V. CROSS-CUTTING PRIORITIES

The LWF Strategy identified four issues as cutting across the goals and commitments of the strategic priorities. Progress towards these objectives is listed above under the department carrying the lead responsibility. Additional reflections on how these priorities have affected work in other departments are included here.

A. Theological reflection and formation (Priority 1, Objective 4)

Dialogue between DTPW and DMD has intensified the cooperation, clarified the distinctive roles, and created stronger synergies in the field of theological reflection and formation. Theological reflection plays an important part in all the LWF programs and constitutes in some cases a potential distinctive added value through which the churches are better equipped to accompany those suffering, for example by using biblical narratives known to people to enhance disaster preparedness and mobilization of people.

There is growing cooperation in the field of Religion and Development between DTPW and DWS. DWS has dialogued with DTPW on Religion and Development on how to integrate theological reflections on rights-based approaches into the World Service RBA Manual. However, due to staff turnover in DWS the manual has not materialized and plans need to be followed up.

DTPW and DWS were working in close cooperation in preparing the Amman consultation between the LWF and Muslim emergency aid organizations.

B. Advocacy and public witness (Priority 1, Objective 5)

DMD and the Office for International Affairs and Human Rights have discussed how to further integrate the sub-program on Illegitimate Debt into a global approach on economic and ecologic justice.

Close informal contacts and collaboration at higher level between DWS and the Office for International Affairs and Public Witness foster further integration of advocacy in the work of the country programs. The Central American team had a close contact with Office for International Affairs and Public Witness and could bring women from Guatemala to a side event, "Memory, truth and justice in Guatemala," held by the UN in Geneva.

C. Gender justice (Priority 1, Objective 6; Priority 2, Objective 6)

DMD and DWS have collaborated closely with the WICAS Desk to discuss the draft of the Gender Justice Policy and to organize a first workshop to contextualize and implement it in the regions, among the member churches, and in the policy and guidelines of DWS. There was collaboration between WICAS and networks of the Country Program in DRC on gender-based violence. LWF Mauritania and WICAS collaborated in organizing women for the 57th Commission on the Status of Women session in New York (March 2013), holding a side event at the session with WCC and YWCA.

D. Youth participation (Priority 2, Objective 6)

In addition to the progress reported under Priority 2, other activities included:

- In the area of capacity development and leadership, the Global Young Reformers Network was launched, resulting in increased potential for young leadership and stronger participation and contribution in the LWF as well as the member churches.
- In the area of advocacy, the LWF was represented at the Conference of the Parties (COP19), in Warsaw, Poland, by a youth delegation with a strong contribution in leading the interfaith fasting campaign for climate justice among faith-based organizations represented at the meeting.
- In the area of capacity for diakonia, young Council members played key roles in the disaster preparedness workshops in Liberia and Madagascar, as well as in contributing to the Virtual Conference on Diakonia.
- Strategically, a baseline study was conducted through the "Mapping of Youth Participation in the LWF member churches" by a young professional. It enabled an analysis of the current situation of youth leadership and youth participation within the 142 LWF member churches.

E. Lessons learned from work on cross-cutting priorities

1. The plans for the cross-cutting priorities were not fully outlined in the 2013 COOP so there was a bit of a struggle as to how to mainstream the cross-cutting priorities. Objectives and indicators were not set for how they could be integrated into the work of the different departments.
2. Defining the method to be used in cross-cutting priorities has been challenging. The success of implementation is not just the responsibility of the lead department. Attention needs to be paid to internal structures and the flow of information in other operative departments as well.
3. Gender justice and youth were felt to be easier to work with since those issues have a practical application in specific programs and projects and there was a staff person responsible each for gender justice and youth.
4. More synergy is needed across departments to mainstream the cross-cutting priorities. Staff needs support on how to mainstream cross-cutting priorities in programs, projects, and activities.
5. Besides the cross-cutting priorities mentioned in the Strategy, new thematic issues have emerged which have a cross-cutting nature: for example, 2017 preparations, interfaith relations, and the communion identity project. How can we guarantee wider ownership within the CO for these processes?

VI. IMPLICATIONS FOR FUTURE WORK

A. DTPW

The second operational year of the DTPW has been very successful. The core structure and team were brought together in 2013, with three new staff members expected to join the team in early 2014. The internal retreat and development processes promoted self-understanding within the department. New or more specific thematic approaches were identified to support some ongoing programs and projects, such as communion identity, the Reformation Anniversary, religion in a public space, and the preparation of the COOP 2015-2017.

In most of the programs, objectives have been well balanced between ambitious and realistic planning and implementation. The original objectives (particularly in Objectives 3 and 7) have been revisited given programmatic priorities, networks, and staff expertise.

In most of the programs, there seems to be a need for more functional networks allowing better communication with the member churches – particularly with persons responsible for interfaith issues, ecumenical relations, etc. – and with theological seminaries and faculties. Various DTPW programs would gain from more regular contacts with the area secretaries and DWS colleagues as well as an access to the regional meetings.

Implications for the COOP

As the DTPW is now for the first time able to prepare the COOP for itself, it should be possible to set more realistic and well-defined goals and progress indicators based on the actual learning and expertise of the present staff. The line between progress indicators and actual activities, which was blurred in some cases in the 2013 COOP, needs to be better defined in future work plans and COOPs.

The DTPW program structure relies heavily on individual thematic programs that are the responsibility of one or two staff members. In the future, however, it will be critical to work with overarching themes that connect individual programs. This will strengthen the understanding of the entire DTPW staff as to the overall responsibility and role of the DTPW within the LWF strategic framework, which will in turn help DTPW be more strategic in its partner and fundraising relations.

B. DMD

DMD is seeking long-term solutions for its current programmatic and structural challenges. It is, therefore, engaging in a programmatic and structural review process. As a result of this process, DMD will be able to resolve its structural deficit and develop a program structure more in line with available financial and human resources.

The work provided by the Area desks to support the LWF Communion Office also needs to be reassessed in the context of the DMD review process.

A report is to be developed and presented by the Task Force on Exchange of Resources in the Communion. It is expected that this report will make significant recommendations for the future work of DMD, especially in the area of project work..

There needs to be more reflection within DMD and in LWF at large on how to ensure better coordination of all capacity development initiatives with member churches.

Implications for the COOP

The first two years of the DTPW have been very promising. The expertise and commitment of the staff and relevance of the programs to the member churches and related organizations have been reflected in good results.

More strategic attention needs to be paid to partnership building and fundraising. A better and more clearly coordinated fundraising plan is necessary to gain pledges that would guarantee long-term work plans. Currently, too much staff time is spent in financial negotiations with too few donors.

C. DWS

Overall, 2013 was a very successful year, fulfilling its core mandate and gaining high recognition by beneficiaries as well as related organizations, donors, and member churches. This is documented through stable funding, new funding partners, and expansion of programs. At the same time, however, we have overstretched our capacities and will have to consolidate our current achievements rather than attempting expansion in 2014.

Implications for the COOP

The COOP has been a very useful instrument for planning and evaluating the work of DWS. Some indicators and objectives, however, are not articulated in such a way that they can be easily monitored or measured and thus do not provide good guidance for the work. It is recommended that the COOP objectives and indicators be critically reviewed and revised from time to time.

D. DPO

The Department for Planning and Operations has been in existence for one year. The DPO cuts across the areas of Planning, Human Resources, Communications, Finances, Resource mobilization, and Communion Office systems. Planning is particularly essential as this department functions as support for the other departments and its programs. There is a more conscious and intentional work in finding ways to synergize, collaborate and integrate the common work guided by the LWF Strategy, COOP and work plans. DPO intends to strengthen and consolidate the good work done.

Implications for the COOP

Outlining the risk in the COOP has shown that we need to periodically assess that risk to mitigate any adverse implication on implementation. This is especially true in relation to human and financial resources.

It has been difficult at times to monitor some COOP objectives to capture evidence and report on the changes and the impact LWF makes. COOP objectives need to be sharpened for clarity and better reporting. It would also be necessary to reduce some activities or reorganize the work, revisiting the indicators for more clarity and focus.

CONCLUDING SUMMARY

In summary, this COOP report provides the Council with a basis to inform and assess progress toward the implementation of the LWF Strategy. It shows how the operations fit and align with the Strategy and direct the work of departments and the Communion Office as a whole. The COOP has functioned as a useful tool to ensure the plans are clearly spelled out and progress and achievements are monitored more systematically.

The Communion Office has achieved a number of objectives set out in this first year of the COOP. Most programs and activities are on track. Departments are taking a more coordinated approach in its way of working. LWF in its key relations has clearly engaged with its member churches and partners. We are grateful to all those who have supported and contributed to our common work, – with passion for the church and for the world.

It is encouraging to see the results and progress toward the LWF Strategy. We will build on and continue our endeavors, inspired by the vision: Liberated by God's grace, a communion in Christ living and working together for a just, peaceful and reconciled world.

Abbreviations:

ALCNET:	African Lutheran Communication Network
BPRM:	U.S. Bureau of Population, Refugees, and Migration
CAR:	Central African Republic
CEDAW:	UN Convention on the Elimination of All Forms of Discrimination against Women
CMD:	Committee for Mission and Development
COLT:	Communion Office Leadership Team
COOP:	Communion Office Operational Plan
CP:	Country Program
DMD:	Department for Mission and Development
DPO:	Department for Planning and Operations
DRC:	Democratic Republic of Congo
DTPW:	Department for Theology and Public Witness
DWS:	Department for World Service
ECHO:	European Council for Humanitarian Organizations
FPA:	Funding Partnership Agreement
HICD:	Human Capacity and Development
HRD:	Human Resource Development
HRM:	Human Resource Management
LAC:	Latin America and the Caribbean
LUCCEA:	Lutheran Communion in Central and Eastern Africa
LUCSA:	Lutheran Communion in Southern Africa
MT:	Management Team
NEALUC:	Northeast Africa Lutheran Communion
LUTEN:	Lutheran Theological Education Network
PCFA:	Program Cooperation Frame Agreement
PCPCU:	Pontifical Council for Promoting Christian Unity
PMER:	Planning, Monitoring Evaluation and Reporting
RBA:	Rights Based Approach
SC:	Special Committee on Reformation Anniversary 2014
UNCSW:	United Nations Commission on the Status of Women
UNFCCC:	UN Framework Convention on Climate Change
UNHCR:	Office of the United Nations High Commissioner for Refugees
UELCI:	United Evangelical Lutheran Churches in India
UPR DRC:	Universal Periodic Review of the Democratic Republic of Congo
WICAS:	Women in Church and Society