



ANNUAL REPORT 2011-2012

THE LUTHERAN WORLD FEDERATION – A COMMUNION OF CHURCHES



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ANNUAL REPORT 2011-2012

The Lutheran World Federation

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PROFILE OF THE LWF

The Lutheran World Federation (LWF) is a global communion of churches in the Lutheran tradition, founded in 1947 in Lund, Sweden. In 2011 the LWF included 145 member churches in 79 countries, representing over 70 million of the world's 74 million Christians.

The churches are grouped in seven regions:

- **Africa** – 31 churches with nearly 19.9 million members
- **Asia** – 52 churches with more than 9 million members
- **Central Eastern Europe** – 15 churches and 1.4 million members
- **Central Western Europe** – 22 churches and around 15.2 million members
- **Latin America and the Caribbean** – 16 churches with over 846,000 members
- **Nordic Countries** – 6 churches and 19.5 million members
- **North America** – 3 churches and 4.4 million members

LWF CONSTITUTION – ARTICLE III: NATURE AND FUNCTIONS

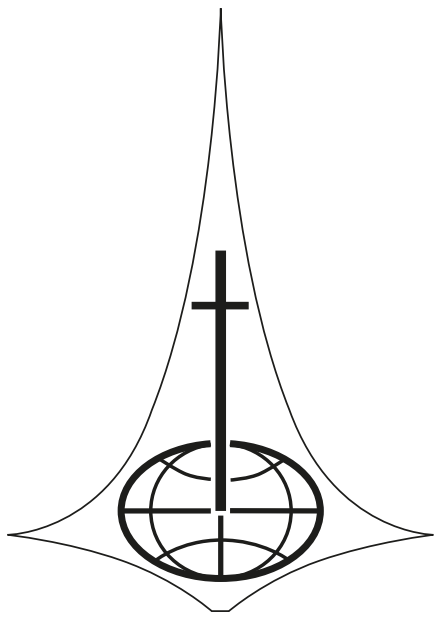
The Lutheran World Federation is a communion of churches which confess the triune God, agree in the proclamation of the Word of God and are united in pulpit and altar fellowship.

The Lutheran World Federation confesses the one, holy, catholic, and apostolic Church and is resolved to serve Christian unity throughout the world.

The Lutheran World Federation:

- *Furtheres the united witness to the Gospel of Jesus Christ and strengthens the member churches in carrying out the missionary command and in their efforts toward Christian unity worldwide;*
- *Furtheres worldwide among member churches: diaconic action, alleviation of human need, promotion of peace and human rights, social and economic justice, care for God's creation and sharing of resources;*

FROM THE GENERAL SECRETARY



- *Furthers, through cooperative study, the self-understanding and the communion of member churches and helps them to act jointly in common tasks.*

The LWF Communion Office is located in the Ecumenical Center in Geneva, Switzerland. This location makes possible cooperation with other Christian World Communions, the World Council of Churches, the United Nations and international secular organizations.



Rev. Martin Junge
© LWF/H. Putzman Penet

The theme for this Annual Report is the vision statement of the LWF Strategy 2012 – 2017: “Liberated by God’s grace, a communion in Christ, living and working together for a just, peaceful and reconciled world.”

In an unmistakable way, this vision underlines an important aspect of the self-understanding of the LWF – a communion of churches. The LWF does not live for itself. The strong focus of the LWF on being churches in communion, and bound into deep relationships, does not cut it off from the body of Christ, or from the world, but is a source of strength and inspiration for ongoing engagement with others. The LWF understands its witness within God’s eternal movement towards humankind and the entire creation. For this reason, the LWF envisions itself as

being there for others and with others, working for a just, peaceful and reconciled world.

For a communion that bases its faith in the triune God, there are many good reasons for these concepts to be the core of what matters in the world. A look into the world and some of its worrisome developments underline the importance of being steadfast and continuing to work for justice, peace and reconciliation. This is particularly true in contexts where injustice, dehumanizing violence and conflictive tensions prevail.

The report offers examples of our engagement and work for justice, peace and reconciliation in a variety of settings and issues. They indicate involvement that has made a difference for the people involved, transforming lives and realities, and connecting individuals and communities.

The examples also make clear however, that the work for justice, peace and reconciliation needs to be sustained. I pray that the LWF will continue to hear the message of freedom as a call into service in this world!

Rev. Martin Junge
General Secretary

JUST, PEACEFUL AND RECONCILED WORLD



A Somali refugee pulls a donkey and cart loaded with sticks to put up a shelter on the outskirts of Dadaab refugee camp, northeastern Kenya. © Paul Jeffrey/ACT Alliance

WORKING FOR A JUST, PEACEFUL AND RECONCILED WORLD

The Department for World Service (World Service or DWS) is the humanitarian and development arm of the LWF and was recently certified by the Humanitarian Accountability Partnership (HAP) for its high accountability standards. It is a member of ACT Alliance, the global network of churches responding to emergencies, and works in partnership with the United Nations High Commissioner for Refugees (UNHCR) and other organizations to meet human need around the world.

WORST HUNGER CRISIS THIS CENTURY

Nowhere has that need been greater than in the Horn of Africa, a region devastated by drought and conflict during 2011. Following the worst hunger crisis in decades and with over 13 million people affected, it was not surprising that tens of thousands of Somalis left their homes to seek refuge. While irregular weather patterns are always a risk in this region, there are alarming indications that the Horn of Africa now faces more natural disasters because of climate change.

LWF World Service has played a key role in the international humanitarian response

to this hunger and refugee crisis, serving as managers of the Dadaab camps since 2007. As an implementing partner of UNHCR and with the support from church agencies and other partners of ACT Alliance, the LWF has brought much needed support and some semblance of normality to the lives of thousands of Somali refugees. Camps designed 20 years ago for 90,000 refugees are now home to almost 470,000 people.

With the prospect of peace still a distant dream, the need to support huge numbers of Somali refugees will continue in Kenya, Ethiopia and Djibouti.

ARAB SPRING – AND WINTER IN ISRAEL?

With leadership from World Service, the ACT Alliance responded to the humanitarian crisis in and around Libya. The LWF-led team provided assistance to migrants who were working in Libya and seeking refuge in Tunisia. Most of the migrant workers who were displaced in the crisis, have gone back home.

LWF World Service works in diverse refugee settings. While Tunisia has been a short-term commitment, the Jerusalem

Program is one of the LWF's oldest and largest humanitarian programs. It has assisted Palestinian refugees for over 60 years. The UN describes Palestinian refugees as "people whose normal place of residence was Palestine between June 1946 and May 1948, who lost both their homes and means of livelihood as a result of the 1948 Arab-Israeli conflict." Today 1.4 million Palestinian refugees live in 58 camps in Jordan, Lebanon, Syria, Gaza and the West Bank. Jabalia, the largest of Gaza's eight refugee camps, houses nearly 110,000 people. Conditions in the camp are difficult and have gotten worse since Israel's incursion into Gaza in 2009 and subsequent blockades of material goods, including food and medicine.

The following pages highlight aspects of refugee work carried out by LWF World Service:

- WWW.LUTHERANWORLD.ORG
- DWS on Facebook : WWW.FACEBOOK.COM/PAGES/LWF-DEPARTMENT-FOR-WORLD-SERVICE/10370639969646
- The blog "Fruit Salad": [HTTP://LWFWORLDSERVICE.WORDPRESS.COM/](http://LWFWORLDSERVICE.WORDPRESS.COM/)

FACTS AND FIGURES

2011 Expenditure: EUR 71.9 million

Geneva staff: 15

International field staff: 33

Local field staff (Excluding associate programs): 1,944

Number of country programs (including associate programs): 33



Mesidor Dindry, a displaced mother of three from Camp Nerette, in the Haitian capital Port-au-Prince, holds the voucher that will pay her rent for one year. © LWF/Jean Denis Hilaire

In Haiti, one hears many uplifting phrases about “Building back Better.” Two years after the catastrophic earthquake of January 2010, humanitarian aid agencies have struggled to use the majority of resources donated for constructing better and adequate housing. The need to remove ten million metric tons of rubble prevented quick and easy solutions. The absence of prior building codes and the lack of access to land rights remains an enormous road block to rebuilding. Many displaced persons were renting property before

BUILDING TOWARD A BETTER TOMORROW

the earthquake and rent prices quickly inflated following the disaster. Few people have been allocated permanent housing.

Louigene will not forget 25 July 2011, the day she received keys to her shelter on a small plot of land by the sea. It will be home to her, her two daughters and two sisters. For the last 18 months they have lived in camps for internally displaced persons (IDP). Louigene lost her house, shop and all her belongings in the earthquake. She is now back in her community. In 2011 the LWF shifted over 1,000 families from tents and lean-tos to semi-permanent shelters or rental homes in the capital Port au Prince, in Gressier and Leogane. This move has provided essential security and stability which was not possible in the camps.

LWF didn't stop there. A parallel strategy was pursued to obtain 58,000 square meters of land to be allocated to 200 families in the future. It took ten months, but resulted in the LWF being one of the first entities to break ground for a model village of permanent homes. On a hill just walking distance from the main road in Gressier, families will be supported in gaining skills to be owners of disaster-resistant concrete block homes. They will be trained to maintain the environmentally friendly systems for water, electricity and sanitation, and to establish a community association to govern the village.

Hope is nurtured when compassion and justice teach hearts to trust in better tomorrows.

NEW ENERGY SAVING METHODS IN CHAD REFUGEE CAMPS

With the support of the UN refugee agency UNHCR, the LWF endeavors to ease the pressure on natural resources within Chad. The LWF provides solar cookers in both the Bredjing and Treguine refugee camps located along the Sudanese border in the eastern part of Chad. Bredjing is the largest camp with 36,000 refugees. Treguine is home to 19,000. Most of the refugees in these two camps are from Darfur, western Sudan.

In 2012 the LWF will distribute 2,000 solar cookers for refugees in the two camps. The solar cookers are environmentally friendly and free women from the daily burden of collecting firewood and carrying it long distances. The families are extremely thankful for the solar cookers as an alternative source of energy that the LWF is providing. The key challenge is to assure the women that it is alright to leave behind their traditional ways of cooking and try this new ecological method.

LWF also provides firewood which is given out once a month at designated distribution points. The amount of wood received depends on the family size. Households of up to three people receive

six kilograms of wood each month and larger families can receive up to 25 kilograms. In the past, women looking for firewood in the nearby villages sometimes traveled between 20 and 25 km to the south and southeast of the camps. This exposed them to dangerous situations including sexual violence. With firewood available in camp, such risks are minimized.

Women and children from Darfur, western Sudan, wait at the Treguine camp in Hadjer Hadid, eastern Chad, where the LWF program distributes firewood and solar cookers to Sudanese refugees. © LWF/DWS Chad/A. Palmén



AUGUSTA VICTORIA OFFERS HEALTH CARE AND HOSPITALITY

In Jerusalem, the LWF continued to focus on those most in need— young people without hope of employment and patients from Gaza and the West Bank suffering from catastrophic diseases who are frustrated with inadequate health care, and on housing issues. The LWF maintained and increased its support for Gaza cancer patients coming to Jerusalem for treatment.

Six-year-old Asmah lives in a refugee camp in Gaza and was diagnosed with cancer at Shifa Hospital in Gaza City. She was referred to Jerusalem's Augusta Victoria Hospital (AVH) to receive the life-giving care and treatment she needed, since there were no comparable cancer care facilities in Gaza or the West Bank. AVH helped to secure Asmah's medical permit so that she could travel to East Jerusalem, but the Israeli authorities refused to allow her parents to accompany her. Fortunately, Asmah's grandparents were allowed to go. It was their first time to see Jerusalem, the Temple Mount (Haram Ash-Sharif) and the Dome of the Rock.

The radiation treatment for this bold little girl would take a few minutes a day for six to nine weeks. The drive to Jerusalem, without delays at checkpoints, is about an hour and a half, but they could not risk going back and forth to Gaza each day for fear that one day they would not be permitted to leave Gaza, and Asmah's radiation therapy would be interrupted with potentially catastrophic consequences. AVH provided hotel accommodations for Asmah and her grandparents—a routine part of the hospital's care for Gaza patients.

While Asmah's parents could not be with her, the hidden blessing was that while at AVH, her grandmother was diagnosed and treated for diabetes. Both grandparents took part in classes that prepared them for the new diet and life-style changes that were urgently needed for Asmah's grandmother. The young girl is now back in Gaza with her parents and family, and happy to rejoin her friends in school.

As it provides humanitarian services, the LWF at the same time continues calling for an end to the Israeli occupation and advocates for the freedom of movement and access to health care, educational facilities and employment opportunities.

Nurses at the AVH specialized center for child care provide high-level nursing while attending to the most basic human and social needs of Palestinian patients from Jerusalem, the West Bank and Gaza. © LWF/K. Brown





*Children sit four or more to a desk and even on the floor in a classroom in a refugee camp at Dadaab, Kenya.
© LWF/Melany Markham*

It is the first day of a new school term in Kenya's Hagadera refugee camp in Dadaab, northeastern Kenya. The dusty landscape around Dadaab is dotted with students in colorful uniforms making their way to school. The LWF operates six schools in this camp where about 13,000 students are enrolled. John Kaissa is the LWF's education coordinator. He has managed programs in Kakuma and Sudan, but admits the program here is tough. "Fleeing from drought or violence leaves children with a legacy that doesn't always make them good students. They are not used to rules. They come to school today, but maybe they don't come tomorrow," he says. To prove his point only the most serious students attended school on the first day. It would take the rest of the week for the others to take their place in class. But even on the first day of the term, there were not enough desks to seat everyone.

BACK TO SCHOOL IN DADAAB

Mukhtar Osman, the head teacher at Undugu Primary School with over 3,000 students, says the ratio of textbooks per student is 1:9. He needs at least 300 more desks for his students, and the classrooms are much too small for the number of students per room. Some of the students at Undugu are as old as 30 and the competition for a desk is fierce.

Despite limited resources in the Dadaab schools, Somali children have a better chance of an education here than in Somalia. The literacy rate in Somalia is 49 percent and only 24 percent for girls. In Kenya, 92 percent of adults can read and write.

Teachers working here are paid less than in other parts of Kenya, but they are in high demand. There are 1,000 teachers in the LWF program alone. "Every cent changes somebody's life. Every cent can give somebody hope," says Kaissa, noting that education in Hagadera is a large and costly program. Education is fundamental to breaking the poverty cycle and, as long as these children are in Kenya, they have a chance.



Dolma Richoe outside her house at the settlement for Tibetan refugees in Nepal. © LWF/DWS Nepal/R. Dbungana

ELDERLY MOTHER OFFERS BLESSINGS

Over 12,000 Tibetan refugees live in 13 settlements scattered across Nepal. The refugees fled Tibet during the Tibetan uprising in 1959. Most have relied on small tourism-based businesses for their livelihoods. The LWF is present in most settlements, offering horticulture and farming training, as well as adult literacy classes, support for construction and maintenance of irrigation systems, toilets, solar lighting, and drainage systems.

“Though I do not have my family with me, I am spending a comfortable life, thanks to the support extended by members of the settlement and the agencies (LWF),” says Dolma Richoe, 75, of Tashi Palikhel Settlement for Tibetan Refugees in Nepal. The settlement is home to 794 Tibetans.

Richoe came to Nepal from Tibet with her husband and three sons in 1959. She gave birth to two daughters in Nepal and the family spent their days struggling in this foreign land. She made a living for the family by marketing her handicrafts while her health permitted, but she has been ailing since 1990.

Her children have since moved on and she now needs help from others. The settlement has been providing NPR 500 (EUR 5) per month to Richoe. During the dry season, there was a shortage of drinking water. As there was no separate toilet in the settlement, she had to walk 100 meters for this facility. LWF has constructed toilets, installed solar panels and created a source for clean water in the settlement. Her house was chosen for construction of the first toilet as she was the most senior and vulnerable person in the settlement.

“The organizations (LWF) have provided good facilities such as toilets, water and solar panels. I am spending a good life, though sometimes my memories haunt me,” says Richoe. “My eyes are weak, I can’t walk and my health condition is not good. To everyone who used to come to my home I would request a toilet and finally, I received one in my house! There is also a clean water facility and we have water in our own home. I have received everything that I wanted,” she adds, as she blesses the LWF for supporting her.

STRIVING FOR LONG-TERM SOLUTIONS

Central America is highly vulnerable to natural disasters, and at the same time deals with social vulnerabilities. The Tropical Depression 12E storm, with ten consecutive days of rain in October 2011, killed at least 105 people and affected nearly 650,000. Some 90,000 were evacuated and over 50,000 found safety in 400 shelters across the region.

Most families took refuge in public schools which meant children stopped attending classes for a month. Education is not only a right, protected by legal and human rights frameworks, but it also provides physical, psychological and cognitive protection that can both preserve and save lives during emergencies.

During a disaster, education is interrupted which directly affects children. LWF World Service, with support from the Church of Sweden and the Youth Safety Program, partnered to conduct nine psycho-social workshops in art therapy following the disaster. Some 430 children were able to attend the workshops which were led by trained youth and took place in 11 municipalities.

“The children in this community live in poverty. Apart from the trauma of the torrential rains and that they had to flee their homes, there were also problems of violence. This was obvious in the first workshop when the children kept fighting. We introduced painting, drawing and games which promoted the concept of teamwork,” said Alma Hernández, a young volunteer.

Education reduces the psychological impact of a disaster by providing a sense of normality, stability, structure and hope for the future. But disaster risk reduction begins with the transformation of structural causes that make the region so vulnerable. It is imperative that the government ensures development policies from a human rights-based perspective and looks at the root causes of vulnerability in disasters, poverty and violence.

Recently the LWF created a Central American hub for Risk Management and Emergency Preparedness and Response. It significantly contributes to facilitating and accompanying processes that strengthen risk management in Central America. World Service works toward solutions that are just, sustainable and long term.

*In Apopa, El Salvador, girls and boys participate in art therapy following the October 2011 tropical storm.
© LWF/DWS C. America/N. Cárcamo*





Representatives from LWF member churches during the December 2011 LUCSA consultation on HIV & AIDS and gender near Johannesburg, South Africa. © LWF/ Percy Musirwa

A COMMUNION OF CHURCHES IN DIAKONIA FOR LIFE

RE-VISIONING COMMUNION IN AFRICA

Reflecting on the LWF Eleventh Assembly outcomes and Strategy in April, the Africa Lutheran Church Leadership Consultation (bishops, presidents, women and youth leaders and theological faculties) recommitted themselves in joint efforts to strengthen mission and diakonia, and struggle to address root causes of human suffering in the region. The consultation called on member churches to share human resources and positive experiences through mutual visits. It also encouraged them to reclaim diakonia as an expression of Christ's ministry that is at the heart of the church in Africa.

The three sub-regions—Lutheran Communion in Central and Eastern Africa (LUCCEA), Lutheran Communion in Central and Western Africa (LUCCWA) and Lutheran Communion in Southern Africa (LUCSA)—increased their ownership role in the program on poverty and economic justice and identified areas of mutual learning through pilot projects. The LUCSA pilot project in Malawi has begun, linking programs such as the HIV and AIDS and malaria initiatives to a more comprehensive approach including community intervention.

Seminars on poverty and gender, focused on the:

- Church's role in advocacy for gender equality;
- Links between gender and poverty;
- Fight against hunger and in disaster preparedness; and on
- Empowering churches for advocacy;
- Diakonia promotes equality and justice;
- Diakonia is an approach to life in community;
- Diakonia opposes consumer society and market-driven economies;
- Diakonia is a faithful response to God's call through the other.

The seminars resulted in the establishment of advocacy teams for mutual solidarity visits and support.

EUROPEAN CHURCHES SEEK TO REFORM COMMUNITY DIAKONIA

Working with the LWF Strategy, the European region began to increase an understanding of European social realities from marginalizing situations through the eyes of those who live and work in such settings. Models of work, adapted to identify diaconal challenges and processes for empowerment and transformation were sought. Strategies will be developed for advocacy work with and on behalf of those living in poverty. The churches affirmed the Lutheran communion as a gift to be used and to network with in order to develop further diaconal identity in the European churches.

Four theses on diakonia were elaborated:

TRAINING FOR DIAKONIA

Churches and communities are expressing growing interest and need for enhancing capacities for diakonia. In 2011 out of nearly 300 applications received for various training support, 48 percent were for diakonia/development. Priorities included development (food security, agronomy, environment, and gender projects), health (medical, reproductive, and psychotherapy), education, economics and social work.

Promotion of pro-active concepts of diakonia and social service/work are shifting from a charity orientation to creating opportunities for the poor. Strategic Leadership Seminars/Consultations in Africa and Asia were important in reaffirming impacts and strengthening systems for optimizing them for sustainability of churches and societies.

FACTS AND FIGURES:

Expenditure 2011: EUR 8.8 million

Geneva staff: 18

Regional staff: 1

ORGANIZATIONAL CAPACITY BUILDING FOR EFFECTIVE CHURCHES

The Department for Mission and Development (DMD) accompanied six member churches in Africa and Asia in various organizational development issues through Comprehensive Capacity Development (CCD). Two workshops in Indonesia focused on diakonia while strengthening cooperation among the 12 member churches. In Liberia, where the church's strategic plan was in its second year, specific plans were drawn up for key areas such as constitutional reframing, structures and governance. In Latin America and the Caribbean, CCD functions as an integral component of the Sustainability Program which is linked to most member churches in the region.

PROMOTING SUSTAINABILITY FOR CONTEXTUAL DIACONAL ACTIONS IN LATIN AMERICA

Through the sustainability program, member churches in Latin America and the Caribbean identified a vision for strengthening their ministry. They engaged in contextual diaconal responses to specific challenges such as economic crises and social instability.

The Illegitimate External Debt Program became more connected to the social challenges that member churches and specifically women and youth suffer. Churches continue to engage in advocacy as the critical method for change and to develop theological reflection, addressing concerns such

as the mining industry's impact on communities and the effects of debt that do not promote a just world.

GENDER JUSTICE AS A TOOL FOR BUILDING JUSTICE AND HEALING

The regional women's network continued discussing gender justice and women's empowerment, and defining priorities according to the contexts and needs of the churches. Regional meetings designed strategies for the regional coordination network with a common outline for each regional coordinator's work and an overview of priorities for the network up to 2017.

The LWF Gender Advisory Group provides continued support to the programmatic work of the Women in Church and Society (WICAS) desk in the communion's commitment to gender justice. The work focused on drafting an initial outline of the gender policy.

ENGAGING YOUNG PEOPLE IN ISSUES OF ECOLOGICAL JUSTICE AND DECISION MAKING

More than 900 young people in 49 member churches were involved in the new LWF Youth program called "LWF together – the earth needs you." Many of the more than 100 participating youth groups implemented small-scale diakonia and advocacy projects in ecological justice.

Through the strong participation of 10 young leaders on the LWF Council, "Youth



Elsa Gilbert, 96, the oldest resident at Saltet House in Tbilisi, Georgia. The diaconal center run by the Evangelical Lutheran Church in Georgia, also hosts a small nursing home for the elderly and offers a daily soup kitchen. © Lewan Gorgijanidze/Tbilisi

participation” was adopted as a cross-cutting priority of the LWF Strategy 2012-2017.

MODELING COOPERATION IN HOLISTIC MISSION IN ASIA

In March, the Lutheran Council in Asia (LUCAS) and the Asia Church Leadership Conference (bishops, presidents, women, youth, LWF Council members, regional coordinators, theologians and LWF staff), reflected on the implications of being the LWF communion of churches in the Asian context. They agreed on a number of points

Children at the Casa de la Amistad kindergarten, which is managed by the Valencia congregation of the Evangelical Lutheran Church in Venezuela. © LWF/P. Cuyatti



to make the communion more visible including how to:

- Design new ways of sharing information on diakonia with local church members;
- Become more inclusive by integrating gender justice and support for youth in regional processes
- Strengthen the practice of a holistic and contextual approach to mission, encompassing proclamation, diakonia and the struggle for justice.

LUCAS meetings in 2012 will further reflect and provide directions for follow up.

STRATEGIES FOR STRENGTHENING COMMUNION ENGAGEMENT IN NORTH AMERICA

The North America regional meeting determined three strategic priorities for work, including:

- A communion strengthened in worship and ongoing theological discernment;
- Ecumenical dialogue and interfaith collaboration;
- Member churches growing in capacity for holistic mission and deepening relationships with each other and;

- Effective, empowering diakonia addressing human suffering, injustice and emergencies.

SUPPORTING AND STRENGTHENING MEMBER CHURCHES' COMMITMENT TO HIV 'GETTING TO ZERO'

DMD focused on re-aligning the LWF HIV and AIDS Campaign with member churches' concrete needs. "Getting to Zero" requires integrating HIV and AIDS into the church amid growing signs of fatigue and shrinking funding. African churches called for the development of a theology of AIDS, while youth in Indonesia called on the church to assign them a greater role in fighting the epidemic, which resulted in church leaders approving an HIV and AIDS action plan. The campaign points to mainstreaming HIV and AIDS knowing that churches are strategically positioned to make this happen.

Support of small-scale AIDS grants through the LWF enabled member churches to realize their visions and plans in order to address silence, stigma, and gender and generational justice in their respective contexts.

SUPPORTING VARIOUS DIAKONIA PROJECT INITIATIVES IN LOCAL CONTEXTS

Through project implementation, Mission and Development promotes LWF solidarity and accompaniment of member churches in their response to various contextual chal-



Participants in the May 2011 Mekong Mission Forum (MMF) in Ho Chi Minh City, Vietnam. Initiated by the LWF in the early 1990s, MMF includes churches in Cambodia, Hong Kong, Laos, Malaysia, Myanmar, Singapore, Thailand and Vietnam, and their partners. © Evangelical Church of Vietnam

lenges. In 2011 the department accompanied 150 projects implemented by member churches, transferring slightly more than EUR 4 million in financial resources.

Visits to projects revealed significant accomplishments. In Ethiopia, the church's experience in rural development shows how empowered people take charge of their own development processes rooted in their communities. In India, churches strengthened rural communities with dignified living conditions, while several member churches in Latin America and the Caribbean, implemented strong communication ministries through which they addressed social concerns. A major challenge is that churches

continued to struggle not only in how to build capacities but how to retain them in a very competitive world which requires sustained follow up.

DISCERNING OPPORTUNITIES AND COMMON PRIORITIES THROUGH REGIONAL EXPRESSIONS

The regional expressions' platforms enabled member churches to jointly reflect and discern the implications of the 2010 LWF Eleventh Assembly for their common and individual journeys. Discussion on the LWF Strategy received special attention in

regional and global conferences as well as contributing to the LWF strategy. Member churches brought fresh thinking and sought to continue to grow in capacities for holistic mission, encompassing proclamation, diakonia and advocacy for justice, and to deepen their relationships with renewed commitment to gender justice and empowering youth leadership.

A WORD OF THANKS

DMD is grateful to member churches and supporting partners whose engagement and support make it possible for Lutheran churches around the world to reach out to the most remote communities.

The Department for Mission and Development works with the 145 member churches to support the LWF's commitment to holistic mission in various contexts. This occurs at global, regional and local levels, providing platforms for theological reflection, mutual learning, and strengthening each other in holistic mission for proclamation, diakonia and the struggle for justice, peace and reconciliation

Member churches are also strengthened and supported in their engagement ecumenically, in inter-religious contexts, and with civil society in building communities, societies and a world where people live in peace and justice.

2011 meeting of the LWF Gender Advisory Group © LWF



THE EARTH IS THE LORD'S AND ALL THAT IS IN IT, THE WORLD, AND THOSE WHO LIVE IN IT (PSALM 24:1)

LWF youth used this biblical reference to shape its priority of working for sustainability.

A key concern was how young people could effectively work together globally on this priority without producing an enormous ecological footprint. The project "LWF together – the earth needs you," connected the priorities in a new methodology. Three youth groups from three different continents worked on projects together for six months and shared their experiences with each other. More than 900 youth from 107 youth groups in 47 LWF member churches registered for the program. The groups were aided by a guidebook created for this purpose. They kept in contact on the Internet, shared results of Bible studies and made joint steps for environmental assessments.

Many groups became very active.

- A Brazilian group compared the traffic situation in Sapiranga to traffic in Minneapolis, USA. While more than half the population in Sapiranga owns a bike, there are fewer designated bike lanes than Minneapolis. This makes cycling dangerous and discourages the use of this environmentally friendly means of transport;
- Madagascan youth campaigned for ecological sustainability at a major youth festival;
- An Indonesian group started a churchwide campaign to plant 1,000 trees;

- The Guyana group organized a youth camp focused on sustainability.

To bring the experiences of young people to the world stage, LWF co-organized a youth training with the World Council of Churches at the November/December 2011 UN Climate Summit in Durban, South Africa. In a group of 30 young adults from 25 countries, the Lutheran participants engaged in deep theological reflections about ecological justice and learned about challenges in different countries. The summit provided a good background for understanding the

implications for various stakeholders across the world. One conclusion was that a real solution could not be reached on a global level. Instead, thousands of committed and connected local actions are needed. Therefore, the participants spent a great deal of time planning activities that they would pursue back home.

While some groups had difficulty accessing the Internet on a regular basis and others found it difficult to stay focused, the methodology of "LWF together" was a powerful tool for connecting groups from around the world. A new round of this project will take these learnings into consideration.



*Cultures meet at the Youth for Eco-Justice training, jointly organized by LWF and WCC in parallel to the UN climate summit in Durban, South Africa in November/December 2011.
© WCC/LWF Noack*

FOCUS ON REFUGEES

OUR HISTORY

In 2011 the United Nations High Commissioner for Refugees (UNHCR) marked the 60th anniversary of the Refugee Convention. The theme of the anniversary was “Put Yourself in the Shoes of Refugees.” This theme resonates with Lutherans.

Stories of refugees include the Hebrews fleeing from Egypt, the Holy Family fleeing Bethlehem, and Martin Luther, who was given refuge in Wartburg Castle. At the close of World War II, one out of every six Lutherans in the world was a refugee or displaced person. When the LWF was founded in 1947, its first service program

provided assistance to refugees in Europe. Today the LWF continues to operate major programs for refugees around the world. The Department for World Service (DWS), its humanitarian arm, is one of UNHCR’s major non-governmental implementing partners.

DIRECT ASSISTANCE

Direct assistance in 2011 included:

- Providing service and care to 850,000 refugees worldwide;
- Providing service and care to 75,000 internally displaced persons;
- A significant presence in 18 refugee camps across Chad, Djibouti, Ethiopia, Kenya and Nepal;
- Nearly 1,800 LWF staff employed in the camps.

DADAAB BECOMES A WORLD FOCUS

The refugee camp complex near the small north-eastern town of Dadaab, Kenya, was the focus of

A girl helps her mother carry firewood at the Dolo Ado refugee transit center in Ethiopia, where the LWF is supporting people fleeing drought and conflict in neighboring Somalia.
© LWF/DWS Ethiopia/A. Kifle



much of the world in 2011. The camps, located just 100 km from the border with Somalia, currently make up the largest refugee complex in the world, housing more than 465,000 people out of whom nearly 96 percent are Somalis. In July, more than a thousand refugees arrived each day. As a key UNHCR partner, DWS staff ensures that within this complex, refugees are provided with:

- Food and water
- Firewood for cooking
- Medical care
- Reception and registration
- Tents
- Toilets
- Schools and teachers
- Protection and security
- Counseling services

ADVOCACY FOR PROTECTION

The LWF actively advocates through a variety of channels in situations when, for example, governments prevent delivery of humanitarian aid and access to people in need, or where refugees are a burden to countries, and governments disregard their human rights.

Refugee emergencies are complex. Keeping people in refugee camps is meant to be a short-term solution, but refugees often cannot move home or re-settle in a new country for decades.

All people share the right to receive humanitarian assistance based solely on their needs in ways that uphold human dignity and which are not subjected to discrimination. In highly insecure areas such as the Eastern part of the Democratic Republic of Congo (DRC), Somalia



A man works at a tree nursery managed by the LWF in the Sanischari refugee camp in Morang district, eastern Nepal. ©LWF/DWS Nepal

or Yemen however, every attempt to access populations at risk with direct assistance is difficult and dangerous for humanitarian workers. The decline in respect and protection for neutral and impartial humanitarian staff working in armed conflict zones is referred to as the “shrinking humanitarian space.” Armed groups and sometimes even sovereign governments try to use humanitarian aid for their own political or military advantage.

DWS has joined other organizations in advocating for more respect and robust compliance with international humanitarian law and principles which provide the protection framework for humanitarian workers.



Left to right: LWF General Secretary Rev. Martin Junge, Assistant General Secretary for Ecumenical Affairs Dr Kathryn Johnson, and Metropolitan Dr Makarios of Kenya and Irinoupolis at the 30th anniversary of the Lutheran-Orthodox Joint Commission in Dresden, Germany, June 2011. © Caren Pfahl

WITH PASSION FOR THE CHURCH AND FOR THE WORLD

This tag-line for the LWF Strategy 2012 – 2017 aptly describes the enthusiastic, enlivening work of the Department for Theology and Public Witness (DTPW).

It is no surprise that theology is named within the first priority area of the LWF Strategy, and first among the four cross-cutting priorities. Once called “the queen of the sciences,” theology is foundational and life-giving to the LWF’s mission and ministry. Biblical studies and theology are not just an ivory tower academic exercise:

- Proclamation of the crucified and risen Christ undergirds the LWF’s diaconal ministry in places such as the largest refugee camp complex in the world in Dadaab, Kenya, as God calls the church to love and serve the neighbor;
- Christ’s commission to go to all nations to baptize and teach, guides the LWF’s holistic mission to strengthen, support and encourage member churches as part of the body of Christ;
- Theological reflection drives the LWF quest for visible Christian unity through ecumenical dialogues;

- Lutheran Christian theology informs the LWF engagement with people of other faiths to better understand ourselves, the world and God; and

- Theological expressions within Lutheran liturgical life enable us to sing God’s praise with joy even as we intercede for God’s mercy upon all humanity and creation endangered by climate change.

The period 2011 to 2012 was a year of transition for the department, which saw its name change from the Department for Theology and Studies (DTS) to Department for Theology and Ecumenical Relations (DTER) as Dr Kathryn Johnson concluded her term of service as director. In early 2012, DTER joined International Affairs and Human Rights along with Women in Church and Society to form the new DTPW. A new director will be welcomed to the department in 2012.

ECUMENICAL DIALOGUES

This was an important and successful year for several of the bilateral dialogues in which the LWF has had a leadership role.

The Anglican-Lutheran International Commission concluded its work at a meeting in Jerusalem in May 2011. Its report titled “To Love and Serve the Lord,” focusing on the relationship of diakonia and communion, will be published in 2012. It will include stories of diaconal experiences of churches on every continent.

The Lutheran-Roman Catholic Commission on Unity met in Helsinki, Finland, in July 2011. Following the meeting it prepared a draft text regarding the ecumenical significance of the 500th anniversary of the Reformation in 2017. The text reports that for the first time in history, Roman Catholics and Lutherans can commemorate an important Reformation anniversary together. When published, the text will be suitable for use in local settings.

The Lutheran-Orthodox Joint Commission met in Lutherstadt Wittenberg in May/June 2011. The LWF hosted this 15th plenary session. At the conclusion of the session a common statement “The Mystery of the Church: The Nature, Attributes and Mission of the Church,” was issued. To commemorate the 30th anniversary of the dialogue which is unique in its

continuity, evaluations of the dialogue's history and methodology were prepared.

Symposium of Biblical Scholars including Roman Catholic, Lutheran, Methodist and Reformed biblical scholars met in Wittenberg, Germany in February 2011. In a unified exegetical work, the group reflected on justification throughout the Scriptures and finalized a text on the biblical basis of the Doctrine of Justification which will be published in 2012.

Preparatory work has been done in the following areas:

- A trilateral dialogue among Lutherans, Mennonites and Roman Catholics on Baptism;
- An LWF Task Force to implement the Mennonite Action from the LWF 2010 Stuttgart Assembly;
- The 2017 commemorations of the 500th Reformation anniversary.

In addition to the dialogues, the office participated in a number of activities which either explored new methods and relationships in ecumenism or focused on coordination of ecumenical conversations. They include:

- The Global Christian Forum (GCF) preparatory meeting and the Global Gathering in Indonesia in October;
- Christian World Communions (CWC) preparatory meeting and plenary meeting in Washington D.C. in October;

- The practice of annual meetings between leadership of the LWF and the International Lutheran Council resumed when they met in Geneva in March 2012.

INTERFAITH

LWF CHRISTIAN-MUSLIM CONSULTATION DELIBERATES WAYS TOWARD NEW ETHICS

Meeting and sharing in Kota Kinabalu, Sabah, Malaysia, a city rich in cultural and religious diversity, 43 Muslims and Christians from various traditions and 10 countries journeyed together in dialogue on the theme “Engaging Structural Greed Today.”



At the 2011 meeting in Jerusalem, members of the Anglican-Lutheran International Commission during a drafting session of the commission's final report "To Love and Serve the Lord." © Neil Vigers

Bishop emeritus Eero Huovinen (left), Evangelical Lutheran Church of Finland, and Bishop Gerhard-Ludwig Müller, co-chairpersons of the Lutheran-Roman Catholic Commission on Unity, at the July 2011 meeting in Helsinki, Finland. © ELCF Church Communication Centre

Speakers at the May 2011 symposium on the theology of work. © LWF/I. Benesch



A group discussion during the September 2011 "Contemporary Lutheran Hermeneutics" consultation held in Nairobi, Kenya. © LWF/Fredrick Nzwili



CHRISTIAN-MUSLIM GATHERING ON ECONOMIC DEMOCRACY

In March 2012, representatives from Muslim and Christian faith communities in India, Indonesia, Malaysia, Namibia, the Netherlands and the USA gathered in Medan, Indonesia, to discuss commitments and strategies to overcome structural greed through economic democracy. Discussions supported the democratization of power in order to ensure that collective decision-making processes within society prioritize people's livelihoods.

THEOLOGY AND PRACTICE

CONSULTATION ON LUTHERAN HERMENEUTICS FOR THE LIFE OF THE CHURCH

Through this invaluable process of listening, critical self-discernment and trust-building, participants affirmed their common humanity. At the close of the consultation, participants said: "We are all servants of God and recognize in one another our common vulnerability in the face of unprecedented threats to human and ecological well-being and survival. We have re-discovered and reclaimed common values in the quranic and biblical traditions to strive toward a common understanding, and deepened our faiths together in order to challenge structural greed today." The consultation, organized by the LWF, was a follow up to a similar dialogue with Buddhists in 2010 in Thailand.

Gathering in Nairobi, Kenya, 34 theologians engaged in conversation reflecting on how member churches can be deepened and strengthened and made more real in theology, service and worship. The central task was to explore ways in which Lutherans from different cultures, contexts, histories and theological backgrounds read and interpret the Bible. The group included participants from nations experiencing internal conflict, those suffering from persecution, others from comfortable, secular environments, and from places where rich and poor live side by side. Participants were from academic institutions, LWF staff members, and leaders of churches worldwide.



Some of the women participants at the September 2011 LWF interfaith consultation on structural greed, held in Kota Kinabalu, Malaysia. © LWF/I. Benesch

Input to the consultation included academic papers, Bible study, worship and reflection centered on John's Gospel. The aim of this ongoing LWF process is to collaboratively discover and explore contemporary Lutheran hermeneutics, which will enable persons from different contexts to honor and affirm the distinct Lutheran contribution to interpreting the Scriptures.

Key concepts identified for ongoing reflection and work on the journey forward to a defined Lutheran hermeneutic for the 21st century emphasized the need to:

- Proclaim the grace of God, and thereby affirm human dignity in each context and pronounce the responsibility of each believer;

- Continue on the Reformation journey, trusting in God's liberating and transforming power in church and society, not only looking back to Luther, but also forward with Luther;
- Extend the call to the LWF to be a liberating witness in affirming life and salvation.

HIV AND AIDS CONSULTATION

The response of the LWF member churches to the HIV and AIDS epidemic must be informed by, and based on, the core message of the Bible and the roots of Lutheran theology. LWF member churches therefore, expect a solid theological base for their AIDS ministries and for the LWF HIV and AIDS campaign.

In close cooperation with the Department for Mission and Development, staff worked with the biblical and theological justification of HIV prevention for the consultation in Sukamakmur, Indonesia, as well as translating documents for the event. What does the Bible say about HIV? Is there a theology of AIDS? Since HIV affects all dimensions of life, reflection must come from a biblical perspective and through a theological lens.

DIGNITY OF WORK SYMPOSIUM

A symposium on the "Dignity of Work" was held in May 2011 at the Ecumenical Center in Geneva, Switzerland. Participants came from all LWF units as well as ecumenical organizations, the International Labour

Organization, local pastors, and scholars from the Ecumenical Institute of Bossey, Switzerland. The aim was to reflect on the notion of work from the perspective of faith.

The Lutheran heritage regarding work as a vocation is most helpful in efforts to understand the meaning of work in our time. As vocation, work becomes an opportunity for human beings not only to participate in God's continuing work, but also to preserve creation, God's own work.

PUBLICATIONS 2011

- *The Dignity of Work – Theological and Interdisciplinary Perspectives; LWF Documentation 56/2011, Editor: Kenneth Mtata*
- *A Common Word – Buddhists and Christians Engage Structural Greed; LWF Studies 01/2012, Editor: Martin L. Sinaga*
- *With Heart and Mind – Issue 1: Lessons from our Shaken Neighbors in the Middle East and Japan; Martin L. Sinaga*
- *The Biblical Foundations of the Doctrine of Justification – An Ecumenical Follow-up to the Joint Declaration on the Doctrine of Justification, Paulist Press 2012*

DISCUSSIONS ACROSS CONFESSIONS AND BORDERS

The Institute for Ecumenical Research in Strasbourg, France, is managed by the LWF-related Lutheran Foundation for Inter-Confessional Research. Institute staff conducted the primary task of research in cross-confessional working groups on the papacy, the 95 Theses, and the ecumenical challenges for the year 2017, which will mark the 500th anniversary of the Reformation. Special attention was given to ecumenical hermeneutics and methodology, particularly regarding concepts of church unity.

Institute professors serve as consultants to all the LWF's international bilateral dia-

logues. The International Lutheran-Orthodox Joint Commission finalized a statement on "The Nature, Attributes, and Mission of the Church." Following the reconciliation with the Mennonites at the July 2010 LWF Eleventh Assembly in Stuttgart, Germany, there will be an ecumenical "first": a trilateral dialogue on the topic of baptism among Lutherans, Mennonites and Roman Catholics. With the Roman Catholic Church, attention now turns to baptism and the growth of communion between divided churches, looking toward 2017.

The 2011 Summer Seminar hosted eminent leaders of ecumenism to assess the past and future of the movement. They included among others Walter Cardinal Kasper, former president of the Pontifical Council for Promoting Christian Unity; Rev. Dr Ishmael Noko, former LWF general secretary, Finnish Bishop emeritus Eero Huovinen, former LWF vice-president for the Nordic region; and Brazilian theologian Rev. Dr Wanda Deifelt.

The biennial two-week "Studying Luther in Wittenberg" seminar was held in November. Participants explored further Luther's theology; had firsthand exposure to the setting of the Reformation; and shared friendships across cultural boundaries united by a common theology. Lutheran pastors from Brazil, Cameroon, Czech Republic, Denmark, Finland, Germany, India, Kenya, Korea, Latvia, Mozambique, Taiwan, Tanzania, and the United States gathered



Walter Cardinal Kasper (left) and the Strasbourg Institute director, Prof. Theodor Dieter at the 2011 summer seminar. © LWF/Elke Leybold

Pastors from LWF regions at the 2011 "Studying Luther in Wittenberg" seminar held at the LWF Center in Wittenberg, Germany. © LWF Center Wittenberg



to study Luther's teaching on baptism, penance, and the Lord's Supper. Discussion included how Luther put his reformational convictions into the form of liturgy and how the same theological convictions could be expressed in various contexts today. Many questions of ecumenical comparison and contrast arose. Participants noted that the study of Luther is essential to the ecumenical task of seeking unity for the church.

In many contexts throughout the year, Institute staff continued to communicate and educate about ecumenism.

LWF STRATEGY PROVIDES DIRECTION AND FOCUS

In 2011 the LWF Strategy 2012-2017, “With passion for the church and for the world,” was approved. Member churches, related organizations and ecumenical partners, actively participated in the complex process that led to the strategy’s approval by the LWF Council. With the approved Strategy, the LWF communion office received an important tool that provides guidance for the strategic focus of its ongoing work. Interestingly, the strategy has impact beyond the communion office. Many member churches are using it as they reflect on their witness in the world, and particularly on ways to express their connections and inter-related witness with the global communion of churches to which they belong.

The LWF Strategy offers new insights. It:

- Outlines the theological and confessional basis of the shared journey of the 145 member churches in a strong way;
- Stresses the concept of holistic mission that holds together proclamation, service (diakonia) and advocacy as key dimensions of participation in God’s mission;
- Underlines the strong vocation for service in the world (diakonia), not only by claiming ownership of this dimension of its witness, but also by underlining its ongoing impact on the self-understanding of the communion;

- Identifies the 500th anniversary of the Reformation in 2017 as an important focal point for the ongoing journey of the communion of churches;
- Underscores the importance of ecumenical dialogue and relationships, and emphasizes the importance of interreligious dialogue and praxis;
- Identifies gender justice, youth participation, theological work and advocacy as cross-cutting priorities which need to find expression in program implementation by the LWF communion of churches;
- Focuses on a variety of aspects of organizational development, which will require attention in future.

The **approval** of the LWF Strategy does not **implement** the strategy. Approval must be followed by concrete actions which seek to align the structure of the communion office in a way that supports the implementation. These actions were taken in a mail vote by the LWF Council in December 2011. Most significantly, these decisions allowed for important realignment in the area of theological work (incorporating gender justice and public voice in the Department for Theology and Public Witness) and structurally strengthening program implementation in the communion office (Department for Planning and Operations).



Program plans for 2013 and onward are being designed using the approved LWF Strategy as a basis. In the process, the new systems and instruments for planning, monitoring and reporting being introduced will support LWF’s program implementation.

*LWF Council members discuss the draft LWF Strategy 2012-2017 at the June 2011 meeting in Geneva.
© LWF/H. Putsman Penet*



The LWF Strategy is already making a positive impact in the life of the LWF – a communion of churches. It gives a sense of direction. It leads to a stronger focus and supports decisions in the ongoing journey of LWF member churches towards the Reformation anniversary in 2017.

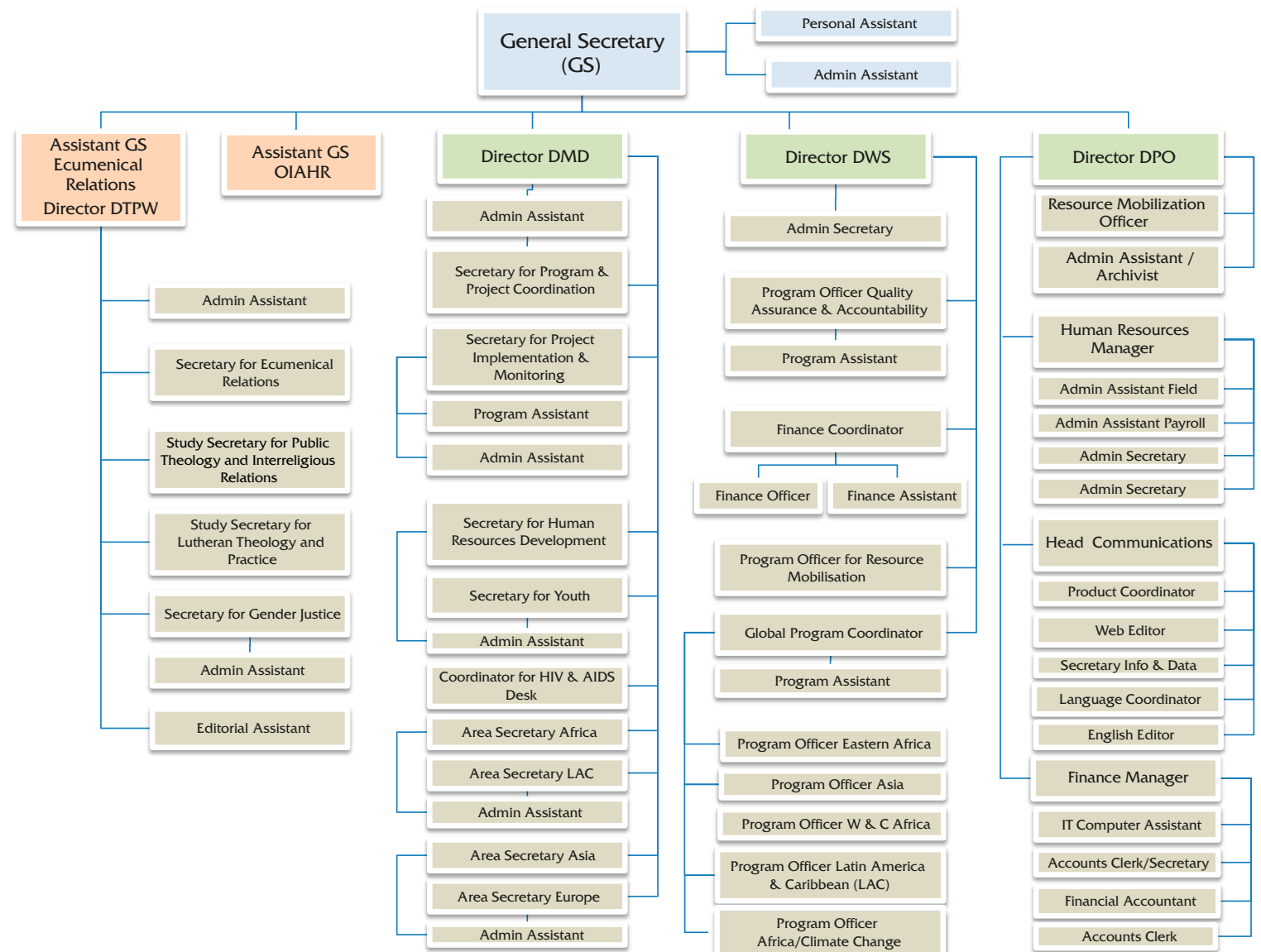


*LWF President Bishop Dr Munib A. Younan displays the Strategy after its adoption.
© LWF/H.Putsman Penet*



LWF country program staff and Geneva colleagues during a working session at the September 2011 "Week of Meetings." © LWF/J. Latvia-Hakuni

ORGANIGRAM OF THE LWF COMMUNION OFFICE



- *Department for Theology and Public Witness (DTPW)*
- *Department for Mission and Development (DMD)*
- *Department for World Service (DWS)*
- *Department for Planning and Operations (DPO)*
- *Office for International Affairs and Human Rights (OIAHR)*

ADVOCATING FOR JUSTICE, PEACE AND HUMAN RIGHTS

The LWF Strategy 2012-2017 underlines how important advocacy is for the Lutheran communion. **Advocacy and public witness** is one of the four cross-cutting priorities. We witness to the gospel through proclamation, service (diakonia) and advocacy.

The LWF strives to be a reliable and effective voice for justice, peace and human rights. Through member churches and World Service country programs, the LWF has strong capacities for public witness on behalf of vulnerable and oppressed people.

PRIORITY THEMES FOR GLOBAL ADVOCACY

LWF advocacy focuses on:

- Religious freedom and interfaith relations
- Climate change and environmental protection (escalating impacts for already poor and vulnerable people)
- Gender justice
- Refugees, internally displaced persons and other forced migrants

- Oppressed minority populations and indigenous people
- Economic justice
- HIV and AIDS

RELIGIOUS FREEDOM

Article 18 of the Universal Declaration of Human Rights proclaims that:

Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance.

LWF's human rights advocacy is increasingly concerned with issues of religious freedom. Some situations that preoccupied the LWF this past year included:

- Ethiopia – Church buildings of the Ethiopian Evangelical Church Mekane Yesus in the western part of the country were burned down by Muslim extremists;



Members of Indonesia's Protestant Christian Batak Church (HKBP) in Bekasi, near the capital Jakarta, gather for prayers in ongoing advocacy to worship in a church erected in a Muslim majority neighborhood. © HKBP Filadelfia Church/Palti Panjaitan

- Former Soviet Union – In some countries, Soviet-type laws require religious communities to register and restrict their activities; may not convert to Christianity without first registering with the authorities.
- Honduras – A congregation of the Christian Lutheran Church of Honduras was unable to hold Christmas services because criminal gangs had taken over its neighborhood.
- Indonesia – In areas where the Christian population is growing, local restrictions make it practically impossible for congregations to build a house of worship.
- Nigeria – In some parts of the country, extremist groups have burned down churches and attacked worshippers. In at least one case, a mosque was burned down in revenge.
- India – Dalits who are Christian are not eligible for affirmative action benefits aimed at redressing caste-based discrimination. In some Indian states, persons

SIGNIFICANT CHANGES IN LWF STRUCTURE

DEFINE WORK

NEW STRUCTURE

The new structure adopted by the LWF Council in 2011 had direct implications for the Office for Personnel (OP)

- The Office for Personnel has become the Human Resources Office in the new Department for Planning and Operations along with Finance, Administration and Communication.

- The structure called for important staff changes to take place between September 2011 and August 2012. This meant considerable work for OP with staff leaving, vacancy announcements, and new hiring. Within a period of 12 months, changes are foreseen for 15 out of 62 staff positions. With additional staff turnover in DWS country programs, this has been one of the busiest years for the personnel office in LWF history.

GENDER EQUAL SALARY CERTIFICATION

Following months of work by the LWF, the Swiss Government Office for Gender Equality granted certification. Implications of the certification go further than a gender equal salary system and refer to equal professional opportunities for men and women, staff development training, career planning and overall gender justice. The work was accomplished in close collaboration with the desk for Women in Church and Society. The Human Resources Manual for the Communion Office has been elaborated to reflect the new parameters. Certification is limited to the Communion Office, but it is hoped that there will be an impact on the 3,000 employees of DWS country and associate programs and on LWF member churches.

PERFORMANCE EVALUATION PROCESS

A task force has worked toward the establishment of a new performance evaluation

system. A key objective was to adapt the current review system to a salary-linked performance analysis. A test phase was introduced in 2011 with plans to complete the process in 2012 and introduce the changes in 2013.

UPGRADE OF TIME MANAGEMENT SYSTEM

The new on-line system introduced in 2011 changes the paper process that staff use to obtain permission for absences. It became fully operational in April 2012.

SALARY SYSTEM FOR COUNTRY PROGRAM STAFF

Following the introduction of the new salary system in the Communion Office in 2011, the World Service country program salary system has also been completely revised. The changes provide substantial improvements on salary conditions.



*The LWF received the Swiss "Equal Salary" certification label in March 2012 in the context of International Women's Day celebrations at the Ecumenical Center.
© LWF/H. Putsman Penet*



The inaugural meeting of the "Luther 2017: 500 Years of Reformation" committee was hosted by the Evangelical Lutheran Church in Hungary (ELCH) in Budapest, November 2011. The committee mandated to guide LWF's preparation for the 500th anniversary includes Council members. © ELCH/Zsuzsanna Horváth-Bolla

OFFICE FOR PLANNING

The work of the Office for Planning continued to reflect the LWF's unity of purpose as a communion of churches. The office provided foundational processes to facilitate governance activities related to the current implementation of the LWF Strategy 2012-2017.

The year was marked by the heightened engagement with the LWF strategy processes. The office carried out significant work prior to the June 2011 strategy approval by the Council, and subsequently after its endorsement. It coordinated the development of appropriate operational plans

for the strategy implementation including the Planning and Performance Framework (PPF) and the new reporting systems, which are aimed at ensuring better integrated planning across the entire Communion Office. It is anticipated that the LWF strategy implementation will help achieve greater consistency in approaches to planning by providing clear linkages between the strategic focus and the budget. Clarity in these dimensions provides a better framework for a stronger and more focused LWF Communion office.

The PPF introduction and implementation including the relevant operational tools

such as a common template and associated reporting systems across the Communion Office also envisions training and guidelines for staff.

The Planning Office organized meetings of the LWF governing bodies including the LWF Council meeting in Geneva, Switzerland last June, and the Meeting of Officers in November, hosted by the Evangelical Lutheran Church in Hungary in the capital, Budapest. In addition, the office was involved in the follow-up and implementation of all decisions from both the Council and Meeting of Officers.

BUILDING BRIDGES THROUGH COMMUNICATION

In 2011, the work of the LWF Office for Communication Services (OCS) mainly focused on increasing the flow of news and information to raise the visibility and understanding of the LWF and its work. OCS supported the respective LWF units to design and publish professional publications about their work, provided translation services into the working languages of the Communion, as well as interpretation.

This was the year immediately after the Eleventh Assembly (July 2010), thus initial work prioritized the production of the Assembly Report in the official LWF languages; involvement in the development of the LWF Strategy 2012-2017; further work on the institutional LWF Web site; and disseminating news and information from regional and international events organized by LWF units.

LWF WEB SITE

The current LWF institutional Web site went live in mid-2010 in the framework of ongoing design and content development. In 2011 the Web team continued migrating and revising texts for the site and improving its templates and features. In order to facilitate

the increased use of images, special attention was paid to developing the open source digital asset management system—ResourceSpace—as an online LWF image sharing platform.

Through Web interviews with individuals from member churches and partner organizations, the “Voices from the Communion” series was developed to offer a glimpse into different contextual realities and to delve deeper into key issues of the communion’s life and work together.

The Donation Tool was developed particularly to support the Department for World Service work in various countries.

COMMUNIO GARDEN

The goal of the Communio Garden is to provide in a single Web platform, tools for the Lutheran communion to share content, link existing online communities and strengthen their online presence.

The project carried out in collaboration with the Danish media house DKM and the LEGO foundation, seeks to promote the online presence of the LWF as an authentic expression of a spiritual, sacramental, confessional, witnessing and serving communion of churches.



LWF publications © LWF/M. Haas

While the Communio Garden is related to the LWF institutional Web site, it is distinct as the original idea of the “garden” focused on user-contributed content and social media via so-called volunteer “gardeners.” Its core principle is user engagement: developing local Web capacity, facilitating contributions to the Garden’s content and providing building blocks for a true Lutheran online community. The main features were developed in 2011. The goal is to finalize the process in 2012



while interfacing it with the institutional web site development.

LUTHERAN WORLD INFORMATION

As the news and information service of the LWF, *Lutheran World Information (LWI)* continued to cover major LWF events including the Council meeting; regional church leadership consultations; and DWS

response to major humanitarian emergencies across the globe.

The *LWI* news section on the Web site lifted up situations of churches and countries in challenging situations. These included the earthquake and tsunami in Japan; the terror attack on Norway; South Sudan's independence; and the Horn of Africa drought situation as well as the Somali refugee crisis.

A special *LWI* edition titled, *Called to Walk Together*, giving perspectives on ecumenical dialogues, was published in English and German in collaboration with the then Office for Ecumenical Affairs.

Collaboration continued with the LWF German National Committee on the production of the printed edition of *LWI* German including a regional insert, in the framework of a two-year pilot project. While the monthly printed edition of the English *LWI* was discontinued for financial reasons, both language editions are available online in PDF format.

LANGUAGE SERVICES

The Trados translation memory program for the four working languages served the LWF well, and currently contains most of the major documents translated between 2010 and 2011. Translation services were also available to other ecumenical organizations, and interpretation support was provided for the respective LWF events.

PROMOTION ITEMS

In addition to the annual LWF Christmas card, OCS produced a special full-color LWF Calendar 2012 focusing on children's right to life with dignity in various contexts of the Lutheran Communion.

PUBLICATIONS HIGHLIGHTS 2011-2012

- *Give Us Today Our Daily Bread – Eleventh Assembly Official Report (in four languages)*
- *DMD Annual Report 2010 and desk reports*
- *LWF Annual Report 2010-2011*
- *LWF Calendar 2012*
- *LWF Christmas Cards 2011*
- *LWI 2011 editions, including one special issue*
- *LWF Strategy 2012-2017 (in four languages)*

TRANSITIONS IN LWF FINANCIAL MANAGEMENT

Improving financial sustainability is a key strategic priority for the Communion Office. While trying to mobilize additional resources, the budget must be balanced and expenditures adjusted. Geneva staff has been reduced from 85 to 62 in the last ten years. This has had an impact on the workload as well as on the way we work. Restructuring the Communion Office in 2011 and early 2012 was done in order to implement strategic priorities in a more holistic and efficient way, while taking into account the financial and human resources available.

Pension funds were merged with a much larger and more solid pension fund in 2011. It is now possible to guarantee good benefits for employees and reduce financial risks for the LWF in the long run.

SUMMARY OF INCOME AND EXPENDITURE 2011

“Coordination (Geneva)” refers to the Geneva Communion Office activities, including governance, planning, coordination, program implementation, monitoring, evaluation and capacity building. “Coordination (Field)” relates to non-project activities in World Service country programs.

The Geneva Coordination expenditure in Swiss francs was 7% below budget. The operational result for the year, including exchange differences and program write-

offs, was a surplus of EUR 0.2 million in Geneva and a surplus of EUR 0.6 million in the field. Reserves of EUR 19 million continue to serve the LWF well.

PricewaterhouseCoopers SA audited the 2011 consolidated financial statements in accordance with International Financial Reporting Standards without any qualifications.

INCOME

Membership fees and contributions from member churches, related agencies, governments, specialized UN agencies and LWF reserves, fund activities administered by the Communion Office. Additional income comes from interest, local LWF World Service programs, and patient fees from

Augusta Victoria Hospital in East Jerusalem. Total income in 2011 was EUR 85 million.

EXPENDITURE

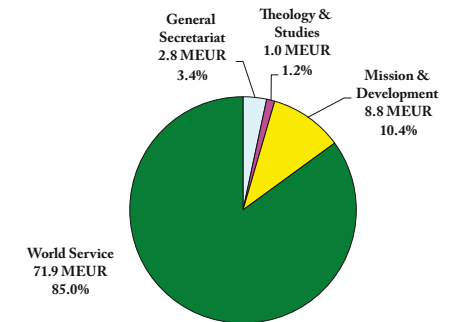
During 2011 the Communion Office spent EUR 84.5 million for coordination, programs and projects, and write-offs.

MANAGEMENT AND CONTROL

Efforts continue to enhance financial management by improving procurement policies and procedures in LWF World Service country programs.

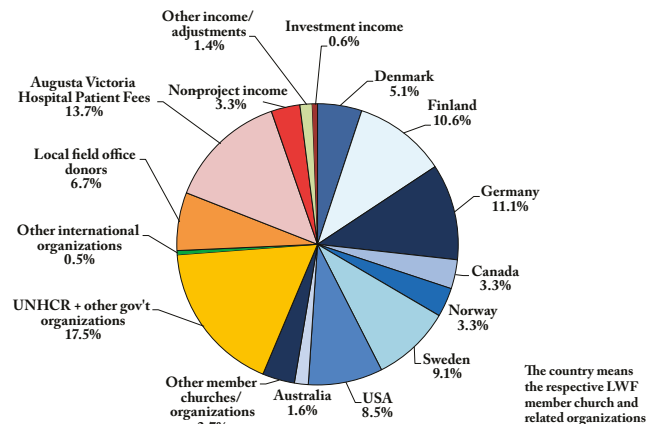
The Communion Office paid EUR 6,414 for CO₂ emissions compensation for all

LWF Expenditure 2011, Total EUR 84.5 Million



2011 air travel. These funds will provide multi-story vegetable gardening in Nepal, which will contribute to a reduced carbon footprint and increased nutritional intake in 100 households.

LWF Income 2011, Total EUR 85 Million



SUMMARY OF INCOME AND EXPENDITURE 2011

Amounts in USD	Coordination		Programs & Projects	Total
	Geneva	Field		
Income	5,348,497	3,193,207	76,142,470	84,684,174
Expenditure	(5,108,769)	(2,558,383)	(76,142,470)	(83,809,622)
Subtotal	239,728	634,824	0	874,552
Project write-offs	(389,072)	0	0	(389,072)
Financial result	370,401	0	0	370,401
Operational result	221,057	634,824	0	855,881
Increase of pension provision	(53,145)	0	0	(53,145)
Net result	167,912	634,824	0	802,736
Reserves 01.01.2011	8,660,394	9,393,089	0	18,053,483
Transition to Assoc. Prg	0	(333,551)	0	(333,551)
Prior year adjustments	0	(1,405)	0	(1,405)
Reserves 31.12.2011	8,828,306	9,692,957	0	18,521,263

LWF FOUNDATION – ENDOWMENT FUND

World-wide economic and political uncertainties, the impact of recessions and exchange rate fluctuations may endanger the financial stability of the LWF. The Endowment Fund ensures that the work of the LWF can continue in a sustainable manner and provide a lifeline into the future.

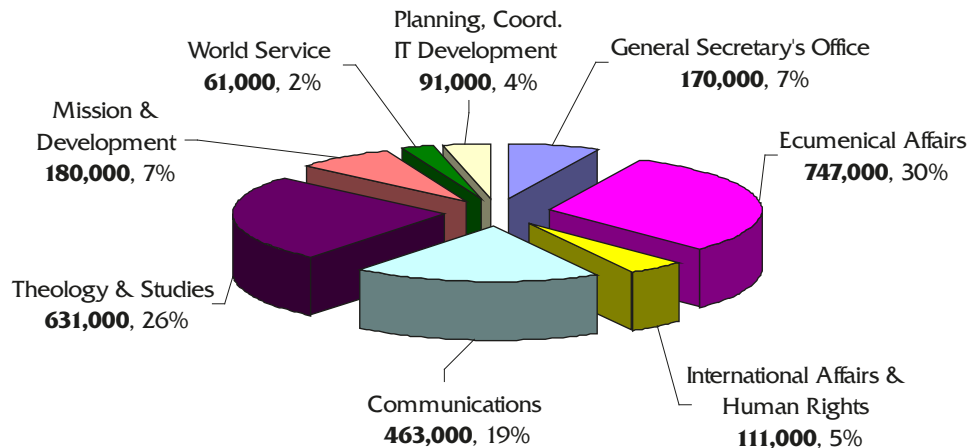
The LWF Endowment Fund supplements the financial support of the work of the Communion Office. The Fund, established in 1999, has a long-term target of CHF 50 million.

In 2011 CHF 143,208 was added to the Fund in Geneva and USD 9,891 was contributed in the USA. Total funds are now CHF 11.5 million. A current target of CHF



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Endowment Fund Donations to the LWF 1999-2011
Total CHF 2.5 million



20 million by 2017 has been allocated to all member churches based on their relative size and wealth.

Web donations:
DONATIONS.LUTHERANWORLD.ORG

LWF Foundation – Endowment Fund
LWF Office for Finance and Administration
P.O. Box 2100
CH-1211 Geneva 2
SWITZERLAND
Email: INFO@LUTHERANWORLD.ORG
Telephone: +41/22-791 64 55

YOU CAN HELP!

Gifts and legacies from individuals, contributions from member churches and related agencies are welcome. Consider YOUR gift today.

LWF 2011 MEMBERSHIP FIGURES

NORTH AMERICA
4,425,635

EUROPE
36,353,386

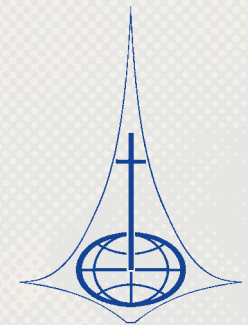
ASIA
9,020,850

**LATIN AMERICA
& THE CARIBBEAN**
846,432

AFRICA
19,867,743

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70 MILLION DO MAKE A DIFFERENCE!



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