



© ACT International/Paul Jeffrey

## PRIORITY AREA 4

# Sharing

### ENHANCE COMMUNICATION, MUTUAL ACCOUNTABILITY AND SHARING

The LWF Council identified the need to enhance communication, mutual accountability and sharing as core elements for building the Lutheran communion.

*Communication* helps to “advance the collective vision of the member churches ... with the aim to enable the relationships within and beyond the Lutheran communion to be deepened and transformed ...” as formulated in the mission statement of the LWF Secretariat. *Sharing* in the context of the mission statement refers to “sharing of faith, actions and practices, and resources.”

*Accountability* is one of the four core values which guide the LWF’s actions. Ensuring accountability implies that “resources and responsibilities for decision-making, which God entrusted to us, should be used in ways

that are mutually transparent and answerable ...”

Priority Area 4 posed a special challenge to the strategic planning process of the LWF. It became clear that this priority could only be implemented to its full capacity and impact if it were integrated with the other three priority areas. It was recognized that the “LWF as a living system needs to address ‘the enhancement of communication, mutual accountability and sharing’ ... in each of the priority areas and the associated directions and programmatic goals,” as these “dimensions are deeply rooted in the programmatic work and cannot exist independently.”

One of the immediate results of this understanding was that communication, sharing and accountability (cf. also planning forms

and statement of needs) must be addressed at the planning stages of every activity as cross-cutting issues.

## ENHANCING COMMUNICATION

### *By strengthening mission, witness and service*

The 2008 roundtable on “A Web Site for the Lutheran Communion” challenged the role of communication in the context of increasingly dynamic technological changes and other realities.

It indicated a clear shift away from the communication objectives of previous decades: interpreting the Lutheran communion; strengthening its growth; supporting the formation of global and regional expressions of (Lutheran) identity, and fostering the mission of the church universal.

The current emphasis seeks to develop new, authentic concepts and expressions of communication that reflect the communion’s self-understanding as spiritual, sacramental, confessional, witnessing and serving.

The communication efforts of the LWF have gradually moved in this direction by:

1. Supporting and building communication capacity, including media awareness and advocacy workshops for DWS field offices;
  - Coordinating in collaboration with DMD a three-year training program for young communicators, “Towards a Communicating Communion – A Youth Vision;”
  - Communication workshops in the regions.  
*(These strengthen authentic witness and service.)*
2. Developing materials that combine LWF activity implementation with worship life, linking advocacy and spirituality. These include publications, such as:
  - The LWF cookbook, *Food for Life – Recipes and Stories on the Right to Food*;
  - Special editions of *Lutheran World Information* (LWI);
  - *LWF Documentation* series
  - *Koinonia: Services and Prayers* worship booklet
  - Sharing the LWF story through promotion materials that help connect models of spiritual witness. The Liberia bullet cross—a popular confirmation class gift—connects the witness of DWS field offices and the Lutheran Church in Liberia with the global Lutheran communion.  
*(These provide models of spiritual, sacramental, confessional witness.)*
3. Promoting ethical discussion on and the use of modern information technology and developing communication tools through:
  - active participation in the 2005 second UN World Summit on the Information Society (WSIS), addressing communication rights;
  - ongoing online discussion blogs, Twitter and online video and audio services;
  - a communion Internet platform, “Communio Garden;”
  - a new institutional LWF Web site and support to regional Web sites.  
*(These provide public spaces to illustrate the communion’s authentic witness.)*

*Continued from p. 49*

**February [DTS: TLC study]** ▪ DTS publishes the second book in the TLC series addressing theological, societal, and other dimensions posed by interfaith realities.

**27.01–02.02.08 [DTS: TLC study]** ▪ “What do we believe, teach and practice in the midst of religious resurgence today?” ask theologians participating in the fifth seminar in the DTS Theology in the Life of the Church program.

**11–12.02.08 [OEA]**  
▪ LWF holds a preliminary conversation in Geneva with representatives of the Oriental Orthodox churches to explore regular means of bilateral contact.

**25–26.02.08** ▪ International Lutheran Council executive secretary, Rev. Dr Samuel Nafzger and Dr Noko co-chair an LWF/ILC meeting in Johannesburg, South Africa.

**10–15.03.08** ▪ LWF representatives participate in the Ninth Forum on Bilateral Dialogues organized by the WCC.

**12–18.03.08 [DMD: Youth]** ▪ A three-year LWF Youth program titled “Engage: LWF Global Training for Young Leaders” is inaugurated at an Asia/Pacific regional

workshop in Bangkok, Thailand.

**19.03.08 [OIAHR] ▪**

A piped water project inaugurated in eastern Rwanda by IFAPA and implemented by DWS Rwanda will serve an estimated 21,600 people.



Community members in a hilly sector of eastern Rwanda now have access to clean drinking water. © LWF/F. Nzwilli

**27-29.03.08 [DTS/**

**DMD: WICAS] ▪** A consultation on “The Ongoing Reformation of the Church: The Witness of Ordained Women Today” in Geneva urges churches to see women’s ordination “as a matter that goes to the heart of what it means to be the church.”



Bishop Maria Jepsen at the March meeting on the witness of ordained women. © LWF/D.-M. Grötzsch

**31.03–04.04.08**

**[DMD] ▪** Illegitimate foreign debt and the interaction between the region’s churches are the main topics at a Latin American church leadership conference in Tegucigalpa, Honduras.

**21–22.04.08 [DWS]**

▪ The DWS Annual

The Council voted in September 2004 “to carry out a comprehensive communication audit of publications and Web sites of all LWF units, ... to make a summary of what is currently available in print and via the Web sites and recommend a consistent LWF message and look for publications and the Web, and to enlist communicators from the LWF member churches to a team representing the North, the South and the four LWF official languages.”

The results of the communication audit, published in *Living in Communion in the World Today* (LWF Documentation 52/2007), have had an important impact, not only on program plans of OCS but also on its structure and internal priority setting. The formation of three sub-units that focus on the strategic communication objectives: *identity, visibility* and *sustainability*, as well as a comprehensive review and revision of roles and tasks of communications staff, has been one of the most tangible results of this audit. The 2008 international consultation on “Communication – Our Daily Bread” stressed the importance of communication as a mission and ministry of the church. It critically assessed institutional structures in which communication services are seen as part of church administration, and therefore separate from the core tasks of gospel proclamation, education and advocacy.

***By deepening ecumenical commitment and fostering interfaith relations***

The long-standing ecumenical commitment of the LWF and its member churches in the field of communication is reflected in the active participation in and financial support of ENI, together with WCC, CEC and WARC. Similar support is provided to the regional Latin American and Caribbean information and news network ALC.

While the primary objective of ENI and ALC is to offer to the broader secular media news about churches and their work, they also provide their member organizations and churches with a public forum beyond their own constituencies.

These mutual relations are regularly evaluated by the LWF governing bodies. In February 2005 the LWF Executive Committee agreed to continue the LWF’s involvement in ENI upon recommendations from a Council-appointed ad-hoc group.

At the September 2005 Council meeting, the Program Committees for Communication Services and for Mission and Development held a joint session during which they set in motion the development of a fundraising strategy, which takes into account ENI’s plans for cooperation with ALC and other regional ecumenical networks. The two committees saw it as a shared responsibility to seek a solution to the fundraising needs for the LWF membership fee in ENI. It was also understood that there should be a consultative process with the regional communication networks on the shape of their work. Both committees agreed to enter into dialogue with member churches in the respective regions on a possible “re-alignment” of the existing regional communication networks with ENI.

ALC has established itself as an important ecumenical news agency in the Latin American and Caribbean region. It informs regularly about events, discussions and processes of the ecumenical world, with



Using a video camera at an international workshop in Lyon that launched a three-year “Towards a Communicating Communion – A Youth Vision” program in 2005. © LWF

## Priority Area 4: Sharing

particular emphasis on activities of the Latin American Council of Churches (CLAI), to which a number of LWF member churches also belong. It is evident from discussions with leaders of LWF member churches in the region that ALC is read widely.

In addition to the financial support and participation in governing boards, the LWF communication staff continued to seek ecumenical and interfaith collaboration whenever possible. There has been cooperation with ACT, CEC, EAA, WARC and WCC, and the World Association for Christian Communication.

One of the highlights of this cooperation is the online ecumenical terminology database project, which will allow churches and networks to access ecumenical terminology in English, German, French and Spanish.

The most visible and time intensive interfaith collaboration was the LWF communication staff involvement in the planning of communications and media operations for the IFAPA initiative, which involved a cross-section of LWF units including DWS country programs, and the IFAPA coordinating office. This culminated in workshops for journalists on interfaith-related issues in Mauritania, South Africa and Rwanda, a special *LWI* edition on diapraxis, and participation in a series of other sub-regional events.



An African region edition of *LWI*. © LWF

### *By decentralization, networking and synergies*

Addressing the LWF Council's challenge to the secretariat to decentralize, network and seek synergies, has been one of the greatest tests in enhancing communication.

The need has been expressed on many occasions for greater participation of the regions in the LWF communication processes including production, information exchange, and building and strengthening relevant networks.

In this spirit the communication office of the Evangelical Lutheran Church in Tanzania is engaged in a two-year pilot project (2008–2010) publishing and distributing an Africa region edition of *LWI*. It includes international *LWI* content in English and

additional pages on topical issues for the region's churches in popular languages. The aim is to strengthen the identity of the LWF in the region and enhance communication within the churches and partner organizations. The *LWI* Africa editor as a member of ALCINET ensures synergies with regional communication endeavors.

Efforts to seek cooperation and synergies with regard to language, translation and interpretation-related issues were less successful. In view of the financial challenges the LWF has been facing and the significant role language plays in relation to communion formation and identity, the LWF Council had requested the general secretary "to explore innovative language solutions and to plan for a pilot project in a region or two alongside the ongoing services."

In 2006 the general secretary wrote to the member churches, inviting them to participate in such pilot projects. However, the member churches responded by requesting more translation support from the Geneva secretariat. The offer to train staff and to accompany the churches was not seen as an acceptable form of decentralization and cooperation.

Forum takes place in Montreux, Switzerland.

### **31.03–04.04.08**

**[DWS]** ▪ Human rights promotion and protection, interfaith understanding and tolerance are crucial components of relief and development work, say participants in a DWS regional consultation for Asia and the Middle East held in East Jerusalem.

### **28.04–05.05.08**

**[OEA]** ▪ The Anglican-Lutheran International Commission discusses the work of member churches on Dalit advocacy at meetings in Chennai, India.

### **19–22.05.08 [OCS]** ▪ A

Geneva OCS roundtable focuses on a new LWF Web site that will reflect holistic understanding of communion.

### **30.05–7.06.08**

**[OEA]** ▪ The 14<sup>th</sup> Session of the Lutheran-Orthodox Joint Commission meets in Paphos, Cyprus, approving a statement on the practice of the Eucharist.

**June** ▪ LWF's consolidated financial statements (for 2007) are audited in accordance with the International Financial Reporting Standards (IFRS).

### **12–16.06.08 [DTS]**

▪ An international conference ushers in a new DTS study program to interpret, from a Lutheran perspective, the ecclesiology-

cal formulation in the Nicene Creed.



Prof. Samuel Ngun Ling (right) from Myanmar speaking at a DTS conference on the Nicene Creed. © LWF/D.-M. Grötzsch

**17-18.06.08** ▪ Dr Noko and president Hanson visit LWF churches in Kenya and Tanzania.

**19-23.06.2008 [DMD: Youth]** ▪ Young Council members and stewards at a workshop in Arusha, Tanzania, urge the LWF to intensify efforts against climate change.

**24.06.08** ▪ The LWF Executive Committee meets in Arusha, Tanzania, ahead of the Council meeting.

**23.06-01.07.08** ▪ Environmental destruction and climate change are the focus of the Council meeting in Tanzania, and of an **LWI special issue** on "Climate Change – Facing our Vulnerability."



© LWF

**06-11.07.08 [DTS: TLC study]** ▪ The

## OFFICE FOR PERSONNEL

OP ensures effective management of human resources at the secretariat and DWS field offices, among other assignments worldwide. It handles recruitment, contracts, payroll, insurance and benefits administration, personnel policies and regulations for secretariat and internationally-recruited staff including trainees, interns, consultants and volunteers.

OP also coordinates staff development including training courses and the performance review procedure.

In 2009, LWF staff comprised 36 nationalities. A database set up in 2005 has enabled OP to analyze staffing trends and balances with respect to regional, gender and age categories, and propose improvements.

After the Winnipeg Assembly and upon request by DWS field offices, a Staff Code of Conduct regarding abuse of power and sexual exploitation was formally adopted for all LWF staff, with the requirement that each person sign it.

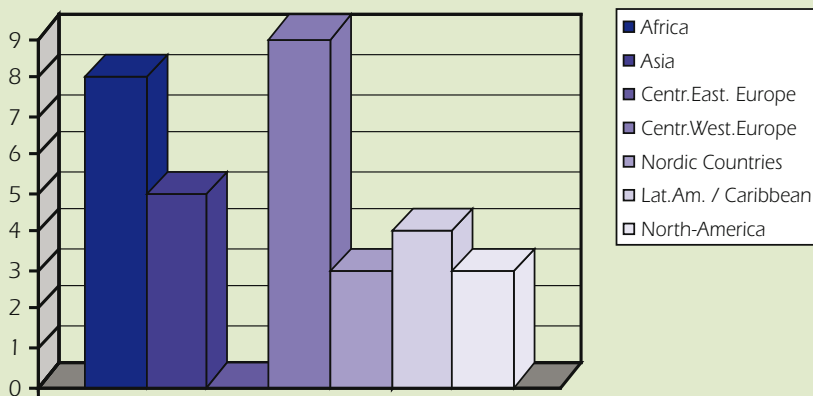
OP recruited international staff persons for all DWS field offices, including the new



LWF staff at the 2006 Week of Meetings. © LWF/H. Putsman Penet

country programs in Burundi, Chad, Colombia and Sudan. A working group on national staff policies in country offices elaborated common criteria in order to avoid differences in working conditions. Collaboration in 2008 with Church of Sweden for staff secondment to DWS field offices is being encouraged for other member churches and related agencies.

### Regions Represented Among Executive Staff



*Continued from page 54*

### INTERNAL COMMUNICATION

The LWF strategic plan recognized the need to create an Intranet for the secretariat in order to improve internal communication which had been identified as insufficient and lacking in openness and transparency.

The LWF's self-understanding as a communion and its vision for internal communication suggested a horizontal process. The Work-

## Priority Area 4: Sharing

ing Group on WWW/Intranet has initiated an organization-wide needs assessment. This exercise will provide directions for planning strategically to introduce an organized, user-friendly communication tool to strengthen the organizational identity and contribute to its development.

Other steps toward fostering and improving internal communication included the reorganization of the SWTs along the four priorities of the Strategic Plan. The teams currently function with a stronger and more focused mandate, discussing issues and taking decisions based on the notion of information dissemination at departmental and office levels.

The secretariat's Cabinet meets monthly, serving as a forum for information sharing. The heads of units and their representatives in the Cabinet and SWTs disseminate information within the departments and offices. Minutes and other documents from these meetings are shared with all staff on a common computer network.

The role of the Staff Representative Council (SRC) is to advise the general secretary on all matters concerning staff welfare. In order to fulfill this function, the SRC facilitates all-staff meetings, and receives individual feedback and complaints regarding staff policy, regulations, and staff management issues. Upon request, the SRC also offers confidential mediation services that can prevent the breakdown of a healthy working environment. The SRC provides a non-formal and non-threatening channel for interaction between staff and management that contributes to mutual accountability and sharing within the LWF Secretariat.

### INFORMATION TECHNOLOGY

As a direct result of a Geneva-based SWOT analysis (strengths, weaknesses, opportunities, threats) consultants from LWF member churches carried out an evaluation of the secretariat's information technology (IT) needs.



*Information technology: one of the "kegs" used by Toronto Hydro in Canada to provide WiFi to city-dwellers across 235 city blocks. © Flickr Creative Commons/Marc Lostracco*

During the last three years, a new database system has been developed together with the sister organizations in the Ecumenical Center to manage contacts, events, programs and projects. It meets some of the strategic plan's requirements, such as modularity and flexibility.

Another improvement is the use of open source software, which allows the shift from static Web pages to a dynamic content management system. The inter-unit Working Group on IT and Databases meets regularly to further assess needs and tackle technical problems within the LWF.

The LWF is a member of an Ecumenical Center-based IT Consortium that manages IT systems for church-related organizations

there. The core IT services provided by the consortium have been reliable. The activities of the consortium were assessed in January 2009 and a plan to improve the policies and procedures is in place. Any structural changes will probably be decided in 2010.

Belonging to the IT consortium has both advantages and drawbacks. While it offers a broader knowledge and resource base, its individual member organizations are compelled to use consensus decision-mak-

sixth seminar in the DTS Theology in the Life of the Church program is held in South Africa, focusing on the challenges neo-Pentecostalism is posing for churches in Africa.

**July [OCS]** • Cross-cutting themes portray LWF work in the **2007 Annual Report** – the first in a series.

### **03-08.08.08 [DMD: HIV & AIDS]**

President Hanson washes the feet of women living with HIV at an ecumenical pre-conference before the XVII International AIDS conference in Mexico City.



LWF President Hanson washing the feet of women living with HIV. © EAA

### **25-28.08.08 [DWS]**

• A consultation in Montreux, Switzerland, discusses the criteria and mechanisms for DWS associate programs.

### **06-07.09.08**

• Dr Noko joins the Bolivian Evangelical Lutheran Church (IELB) 70<sup>th</sup> anniversary celebrations in La Paz and participates in the ordination of the church's first women pastors.

### **08-09.09.08 [DMD]**

• DMD holds a concluding roundtable meeting in La Paz with the IELB during which

the church's strategic plan is presented and cooperation with the church is coordinated among partners.

**11-16.09.08 [DMD]**

▪ A DMD European church leadership consultation in Greifswald, Germany, discusses diverse church leadership models and forms of mission.

**20-24.09.08 ▪**

President Hanson attends a groundbreaking ceremony for a Luther Garden in Wittenberg, Germany, preaches at a nationally broadcast service and meets with United Evangelical Lutheran Church of Germany officials in Hanover.

**21-26.09.08 [DWS]**

▪ A DWS finance and program coordinators meeting is held in Johannesburg, South Africa.

**02-05.10.08 ▪**

Lutheran, Roman Catholic, Methodist and Reformed scholars meet in Rome to explore the biblical basis of the doctrine of justification.

**03-09.10.08 [OEA]**

▪ A Lutheran-Reformed Joint Commission meeting in Buenos Aires, Argentina, affirms that although there are no "church-dividing differences" between Lutheran and Reformed, "emerging regional and national church identities in both traditions lost a

ing on standardized policies, products and budgets. As a consequence, the LWF may not get all the services it deems necessary.

## **INSTITUTIONAL MEMORY AND RESEARCH**

The LWF Archives document the organization's history since its founding, and serve as an effective tool for researchers. They comprise records of governing bodies, correspondence, publications, newsletters, clippings, biography files and audiovisuals—including sound recordings of assemblies dating back to 1957. In addition to the historical printed photo archives, there are digital photo archives, the most important images of which are archived in the Portfolio database.

A staff working group appointed in late 2003 exchanges information on procedures and suggests appropriate improvements; seeks strategies to encourage interest in how best to preserve the organization's institutional memory; and acts as a support group for the archivist. This team also informs the general secretary of developments in the field of records management and archives, and advises on specific needs for the secretariat in this area.

Researchers carry out their work through correspondence or visits to the office. Twenty eight persons undertook research in the archives

*Continued on page 58*

## **OFFICE FOR COMMUNICATION SERVICES**

Since the 2003 Assembly, OCS continues to use different initiatives to enhance the Federation's image and identity.

During the reporting period, OCS sought communication synergies that helped to create new partnerships, and encouraged resource sharing with the member churches and ecumenical organizations. The 2007 Council meeting approved a Communication Audit, which made proposals to enhance communication in the LWF.

Special editions of *LWI* have become an important medium for communion-wide reflection on pertinent LWF issues. Published since 2004, the popular *LWI* special content includes *LWF Sunday* and other liturgical material. The regular *LWI* feature stories and the *Annual Report* continued to profile the 2003 and 2010 Assembly themes.

The two-year *LWI* Africa region pilot project with the Evangelical Lutheran Church in Tanzania sought to enhance



*During the 2007 Council, video screens in Lund Cathedral allowed worshippers unable to see the main altar to follow the liturgy of the 60<sup>th</sup> anniversary Eucharist service. © LWF/J.H. Rakotoniaina*

the role of member church and regional communication networks in profiling LWF's work.

Regional and international training workshops under the 2005-2007 joint OCS/DMD initiative "Towards a Communicating Communion – A Youth Vision," equipped young adults from the member churches with a variety of communication skills.

## Priority Area 4: Sharing

Between 2005 and 2006, joint media workshops with other LWF units in Mauritania, Uganda, Cambodia and Rwanda helped to explore together the role of media in critical issues such as conflict resolution, peace building and reconciliation, and sustainability.

During the reporting period, OCS developed several new and popular communication instruments. A follow-up 2008 roundtable explored further how to enhance Web site usage for the entire Lutheran communion. The meeting envisioned a model LWF Web site as a "Communio Garden" where different kinds of communication can bloom. A donation tool was added to the current site, initially featuring DWS-related projects.

Other innovative initiatives included coverage of the 2007 LWF 60<sup>th</sup> anniversary celebrations and Council meeting by live video streaming, and a CD-ROM high-

lighting diaconal action through DWS. The cookbook *Food for Life – Recipes and Stories on the Right to Food* published in 2008, offers recipes from individuals and communities in 23 countries served by DWS.

Cooperation with major Lutheran publishing houses has improved since Winnipeg, and an agreement was reached to publish and distribute LWF publications in English in North America.

In a new synergy for translation and interpretation services, the LWF and WCC began in 2008 an ongoing project to share through a database ecumenical knowledge and terminology globally. "Communication – Our Daily Bread" was the theme of a June 2009 international consultation that explored the critical role of communication in the LWF and for the church's mission and ministry.

*Continued from page 57*

from January 2003–December 2008. During the same period, 175 enquiries were attended to, some of them straightforward, others requiring several days of research.

The Archives pages of the LWF Web site provide a complete overview of LWF publications covering three periods from 1947 to date.

Providing the organization's history in readily accessible formats becomes particularly important, as record management formats evolve with technological changes. Documents stored electronically today may quickly become inaccessible in the coming years. Therefore, upgrading the archive system and having professional staff in this area are an imperative investment.

### HUMAN RESOURCES

In 2004 the secretariat introduced the Conversation for Staff Development and Performance Review (CSDPR), a new performance tool for the secretariat's administrative, executive and DWS international field staff. This tool allows the organization to evaluate, reorient and improve the work performance of each staff member.

The applicable forms allow for feed-back taking into account the work performance of the supervisee and supervisor, and for a critical review of the position description, staff development needs and the definition of work-related objectives. Regular negotiations with the SRC and within Cabinet provide the opportunity to adapt the requirements to changing work contexts.

Because of the CSDPR process, the priorities, tasks and working environment have evolved. Staff responsibilities have been modified and new position descriptions developed. However, the more than 20-year-old salary system is in need of revision. In March 2009, the LWF Executive Committee, which serves as the Personnel Committee, agreed to initiate the revision of the salary system. Since August 2009 a task group with the support of a consultant has been preparing a

full sense of catholicity beyond their own borders".

### 13–17.10.08 [DMD]

▪ A message from a DMD global consultation in Addis Ababa, Ethiopia, underlines the centrality of diakonia in the holistic mission of the church.



Rev. Henning Behrends from the Hermannsburg Mission Society (Germany) at the global consultation on diakonia in Addis Ababa. © LWF/T. Miller

### 18–20.10.08 ▪

Christian self-understanding in relation to Islam and Christian-Muslim relations are the focus of a consultation organized by the WCC and several Christian World Communions.

### 20–23.10.08 ▪

An international symposium on illegitimate debt, organized in Oslo, Norway, by the LWF, Church of Sweden and Norwegian Church Aid, recommends international legal mechanisms against repaying illegitimately contracted sovereign debts. Dr Noko and Bishop Hanson attend the symposium.

### 24–26.10.08 ▪

The LWF Executive Committee meets in Helsinki, Finland.

### 30.11–03.12.08

[DMD: WICAS] ▪ A WICAS regional coordi-



nators' meeting takes place in Monrovia, Liberia.

## 2009 (UNTIL AUGUST)

**January** • A two-year initiative involving secondment by the Church of Sweden of qualified young personnel to DWS field programs in different parts of the world begins.

**03-13.01.09** • President Hanson leads a delegation of North American Lutheran bishops on a visit to church and government leaders in Amman, Jordan.

**07-21.01.09** • Theological students from Argentina, Canada, Ethiopia, Nigeria and the USA participate in the annual "The Ecumenical Church in a Globalized World" course.

**09-11.02.09 [DMD: HIV & AIDS]** • The bi-annual meeting in Geneva of the HIV and AIDS strategy group says the focus of LWF's global HIV and AIDS campaign should respond to changing contexts.



LWF Youth pre-Assembly preparatory group taking part in a team-building exercise. © LWF Youth

**19-24.02.09 [DMD: Youth]** • Meeting in Geneva, young church representatives from



*Church of Sweden secondees to DWS programs in Africa and Latin America © LWF/H. Putzman*

new system, with the close involvement of the Cabinet, SWT 5, SRC and the Position Classification Committee.

The secondment of staff from LWF member churches and partner agencies offers a good opportunity for the sharing of human resources. At the beginning of 2008 an agreement on staff secondment was signed between the LWF and Church of Sweden (CoS). A year later six young adults from Sweden were working in DWS field programs in Africa and Latin America. Apart from giving support to the field offices, these young professionals make an important contribution to the work of the CoS during their stay in the regions and upon their return home. It is hoped that other member churches or agencies will sign similar agreements with the LWF.

DMD has developed more project-oriented arrangements, especially with regard to staff exchanges among LWF member churches. The major objective is to enhance local capacities, mainly in Africa.

The secretariat receives each year several interns sponsored by their churches or by various organizations, such as the German civil service program or the German Protestant churches' scholarship program for gifted students. These young adults make important contributions to the secretariat's work, while gaining understanding of the ministry and diversity within the Lutheran communion.

However, the financial challenges since the Winnipeg Assembly impact on the effective implementation of the various tasks by the secretariat. Over the reporting period, the staff has identified workload as a major concern, in view of a significantly reduced staff body.

## FUNDRAISING

Fundraising has often been identified as a key issue for the LWF. The fundraising guidelines that were updated in 2007 state that the LWF should not accept resources from foundations, corporations or governments that are engaged in activities viewed as inconsistent with the organization's social commitments.

## Priority Area 4: Sharing



*An LWF team meets with a church committee in Madagascar. Discussions focused on strengthening the church's capacity to respond to recurring drought and cyclones.*  
© LWF/J. Schep

During the past years departments and some offices have undertaken their own fundraising exercises. DWS has recently employed a resource mobilization officer to support its country programs in efforts to build effective donor relations, develop effective communications with partners and cultivate support services with related agencies to increase global funding.

The conclusions of the fundraising experiences can be summarized as follows:

- What works in one region may not work in another.
- It is important to cultivate relationships with existing partners. It is difficult to find new partners using new fundraising methods.
- It is easier to raise funds for emergencies, rehabilitation, development and advocacy work than for theological, ecumenical or interchurch efforts. However, the latter areas of work are also crucial for the identity of the LWF.
- Every staff member and governing body member is a fundraiser. Much improvement is needed on this issue. Everyone must recognize the responsibility and seize the opportunities. However, responsibility lies mostly with the management.
- Ultimately, it is a matter of delivering the best results. It is about credibility and reputation. Doing the best job means working with appropriate partners.

### **MONITORING AND ACCOUNTABILITY**

The LWF constantly seeks to create and encourage multilateral forums such as country partnership roundtables to foster mutual accountability and sharing in order to address power imbalances that exist among member churches. Such roundtables provide transparent and mutually

the LWF regions lay the groundwork for the 2010 LWF Pre-Assembly Youth Conference.

#### **20-22.02.09 •**

The LWF Executive Committee meets in Geneva.

#### **15.03.09 •**

Dr Noko preaches at the official opening of the LWF/GNC Center in Wittenberg, Germany.

#### **20-24.03.09**

**[OIAHR]** • A global ecumenical conference on justice for Dalits formulates theological and ethical responses to caste-based discrimination.



*A Dalit sweeper colony in Dhaka, Bangladesh.* © Jakob Carlsen

#### **25-31.03.09 [DTS:**

**TLC study]** • The largest and most diverse gathering of theologians ever convened by the LWF concludes a four-year DTS "Theology in the Life in the Church" study program.

#### **16-20.04.09 •**

Witnessing the dramatic effects of climate change on coastal fishing and farming communities was the aim



*Early morning fishing on the Bay of Bengal, Orissa, India.*  
© LWF/K. Bloomquist

of the LWF encounter on climate change held in Orissa State, India.

**27-28.04.09** ▪ Dr Noko participates in a New York consultation on "Shared Values: Water for All."

**30.04.09** ▪ Dr Noko preaches at the opening of the 11<sup>th</sup> EKD General Synod in Würzburg, Germany.

**04-06.05.09 [DWS]**  
▪ The DWS Annual Forum is held in Montreux, Switzerland.

**04-09.05.09 [OEA]**  
▪ A preparatory meeting of the Lutheran-Orthodox Joint Commission in Skalholt and Reykjavik, Iceland, examines the nature of the Church.

**09-16.05.09 [DMD]**  
▪ Coordinating mission initiatives amidst dominant and sometimes hostile religious communities, cultural, social, political and economic forces in the Mekong region is the focus of the Mekong Mission Forum held in Phnom Penh, Cambodia.

**11-15.05.09 [DMD]**  
▪ LWF member churches in Latin America study the proposal for LWF renewal in Lima, Peru.

**14-17.05.09** ▪ Dr Noko preaches at the closing worship of the Evangelical Church of the Czech Brethren synod in Prague, Czech Republic.

accountable dialogues that help broaden the bilateral relationships whereby donors monitor the performance of the projects they support.

Project Monitoring and Evaluation (PME) is critical for the secretariat and for DWS field offices and the member churches. Attention to these principles is essential in strengthening confidence and credibility in any partnership. The PME systems require continuous revision and staff training to ensure quality of planning and reporting. These training workshops are complemented by the DWS Operations Manual and DMD Guidelines for Project Implementation and Monitoring.

The LWF is committed to improving its systems for transparency and accountability, not only for donors, but also for other partners.

*Continued on page 63*

## OFFICE FOR FINANCE AND ADMINISTRATION

OFA supports the mission of the Lutheran communion by providing the necessary infrastructure and services that help ensure efficient financial management and stewardship in the LWF secretariat.

The secretariat administers the "Coordination" activities—governance, planning, coordination, program implementation, monitoring and evaluation and capacity-building. These functions are funded by membership fees and contributions from member churches, related agencies, governments and specialized UN agencies, LWF reserves, and local income in the LWF programs. Interest earned from LWF assets also provides additional income.

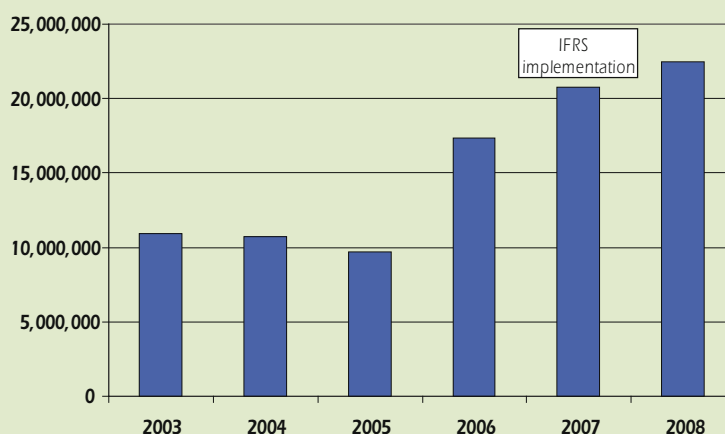
During the years 2003-2005, relatively moderate deficits were incurred. However,

the reserves increased considerably in 2006, the main reason being the inclusion of the reserves in the field programs into the Consolidated Financial Statements. Another reason for the increase was substantial exchange gains. In 2007 Consolidated Financial Statements were prepared for the first time according to the International Financial Reporting Standards (IFRS). Substantial surpluses for the years 2007-2008 resulted in a strengthening of the organization's financial position. At the beginning of 2009 the reserves were above the minimum target level, totaling USD 22.5 million.

The income varied slightly over the first five-year period after the Winnipeg Assembly, declining from USD 102 million to USD 91.4 million between 2004 and 2006, and rising again over the next two years to USD 102.9 million by 2008 (see table and two graphs below).

The secretariat's expenditure, including amounts for LWF programs and projects reflected the income trend. Geneva Coordination expenditure is expressed in

**LWF Reserves 2003-2008 (in USD)**



## Priority Area 4: Sharing

**Table: LWF Income, Expenditure & Annual Net Result 2003–2008**

Amounts in USD 000s				
Year	Income	Expenditure	Net Result	Notes
2003	94,765	97,834	(546)	expenditure recognition on cash basis in DWS
2004	101,987	105,037	(162)	expenditure recognition on cash basis in DWS
2005	93,074	92,129	(364)	expenditure recognition on cash basis in DWS
2006	91,379	88,098	3,281	
2007	100,188	96,759	3,430	
2008	102,942	101,881	1,061	expenditure includes 549,000 pension provision

Swiss francs. During the years 2003–2008 expenditure varied between one and seven percent below budget.

When analyzing the development of income and expenditure, one must take into account that the following DWS country programs have become independent local development organizations and are no longer part of the LWF financial statements: Zimbabwe (2003), South Africa (2003), Malawi (2005) and Tanzania (2006).

Since 2005, it has been obvious that there is a structural deficit in the Geneva Coordination budget. However, the exchange gains covered this gap until 2008. Taking into account the financial situation in many member churches, we must plan a smaller secretariat structure in 2011 in order to continue the work in a sustainable manner. This implies setting priorities so as to focus our resources on the most important services and saying “no” to lower-priority needs.

The LWF Pension Fund, the Staff Welfare Plan, is a small independent Swiss pension fund. Over the last decade, the number of employees in the fund has decreased while the number of pensioners has increased. The 2008 financial crisis brought the fund’s coverage ratio to 92.4% and the Board had

therefore to apply corrective measures to recover 100% coverage. The target coverage level is 114% in order to provide a minimum buffer for any bad years in the future. The following chart shows the development of the coverage ratio of the LWF pension fund from 2001 to 2008.

One of the outcomes of the LWF renewal process will likely be a smaller secretariat in Geneva in 2011. If the number of active members in the pension fund decreases considerably, the costs of continuing as an independent pension fund may become too high. The Pension Fund Board is monitoring the situation.

The LWF applies ethical and socially responsible criteria in asset investments. We seek to promote organizations which perform well and are socially responsible and avoid investments that further harmful purposes like militarism, gambling, pornography, distilled alcohol, tobacco, and exploitation of labor and natural resources. We also try to exercise our shareholder rights in a socially responsible manner. Here we rely on the analysis and services of the Ethos Foundation in Geneva.

Over the past six years, PricewaterhouseCoopers SA has audited the annual

### 20–27.05.09 [OEA]

- The Anglican-Lutheran International Commission meets in Alingsås, Sweden, declaring that “diakonia and koinonia (communion) are two faces of the same reality, two sides of the same coin on which God’s image is stamped.”

### 08–12.06.09 [DWS]

- A DWS regional consultation for Eastern Africa on “Emergency Response, Peace Building and Climate Change” is held in Dar-es-Salaam, Tanzania.

### 15–22.06.09

**[DTS]** ▪ “Freedom & Responsibility: Joint Theological Explorations by Christians and Muslims” is the theme of a DTS dialogue meeting in Yogyakarta, Indonesia.



US Muslim feminist Dr Amina Wadud and Rev. Saliba Rishmawi of the ELCHL at the Yogyakarta Christian-Muslim dialogue meeting. © ICRS/ Ellis Zuliati

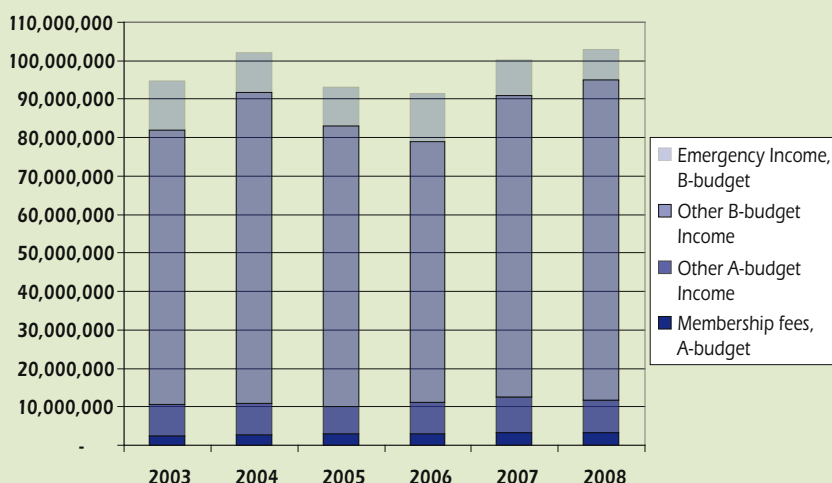
### 17–21.06.09 [OCS]

- An international consultation organized by OCS in Erlangen, Germany, addresses the role of communication in the churches.

### 17–24.06.09 [DMD:

**Youth]** ▪ Young leaders in European member churches participate in a leadership training seminar in Moscow within a three-year LWF Youth program.

**LWF Income 2003–2008 (USD)**



**26–29.06.09 [DMD]**

▪ A pan-European DMD consultation in Budapest, Hungary, says Christians are being challenged to offer new values in societies threatened by consumerism and neoliberal globalization.



Participants in the European consultation on "Church and State in Societies in Transformation."  
© Zsuzsanna Bolla/www.lutheran.hu

**01-02.07.09 ▪ Dr**

Noko leads a delegation at the Third Congress of Leaders of World and Traditional Religions held in Astana, Kazakhstan.

**15.07.09 ▪ Addressing**

the Mennonite World Conference Assembly in Paraguay, Dr Noko describes the process which will bring to the 2010 Assembly an action to express deep sorrow and regret for Lutheran persecution of Anabaptists in the 16<sup>th</sup> century.

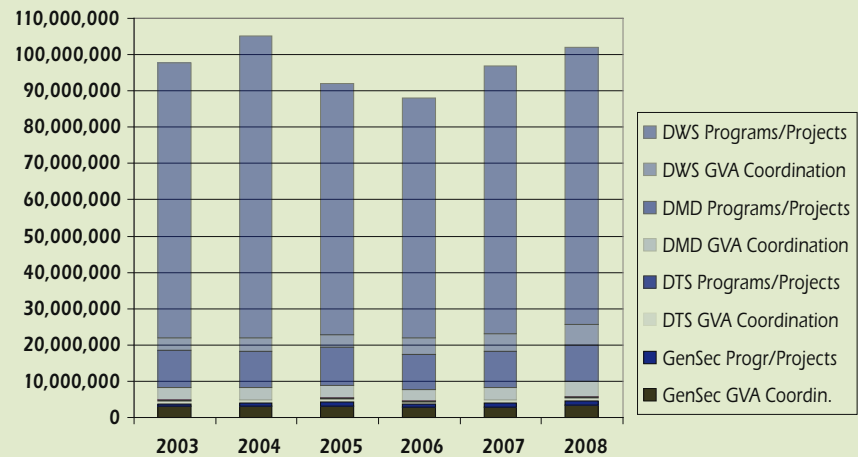
**19–24.07.09 [OEA]**

▪ The first meeting of the new Lutheran-Roman Catholic Commission on Unity is held in Breklum, Germany.

**22.08.09 ▪ Dr**

Noko addresses the ELCA Assembly in Minneapolis, USA, on community in diversity in view of the church's decision on same sex partnership and gay and lesbian ordination.

**LWF Expenditure 2003-2008 (in USD)**



financial statements which have been prepared since 2007 in accordance with IFRS. Internal audit procedures for the secretariat

and field programs and projects are reviewed and improved on an ongoing basis.

*Continued from page 61*

One of the most recent initiatives with regard to accountability is DWS membership in the Humanitarian Accountability Partnership (HAP). The LWF has also joined a new peer review of the Steering Committee for Humanitarian Response (SCHR), which started in 2008. The LWF is paired with Oxfam International and UNHCR to jointly assess commitment and systems with regard to "accountability toward affected populations." In the same spirit, DWS participated in a study with Transparency International on "Preventing Corruption in Humanitarian Assistance."

**REPORTING STANDARDS**

International financial reporting standards (IFRS), framework agreements with partner organizations as well as risk management processes are constantly revisited to ensure the highest standards of accountability.

In 2005, the LWF embarked on a process to change the presentation of its consolidated financial statements to be in accordance with IFRS. This lengthy exercise, involving close cooperation with the external auditors and actuaries, concluded with the presentation of the 2007 annual financial statements in conformity with IFRS and Swiss law. The benefits to the LWF include:

- a clear, recognizable format for donors;
- full disclosure of all assets, liabilities and reserves;
- fairer presentation of performance (income and expenditure), cash flow and financial position;
- consistency in presentation in accordance with professional standards.

Other aspects of improved financial accountability include:

- the management of financial risks through an Internal Control System, which was improved and formalized in 2007;
- financial updates which are sent to the main LWF stakeholders four times a year.

### **INTERNAL CONTROL AND RISK MANAGEMENT**

Over the past years authorities and auditors have increasingly emphasized good internal control systems (ICS) as well as risk management.

The LWF defines the ICS as the methods and steps established by the Council to ensure the smooth running of activities. The following steps have been developed:

- LWF Principles for Internal Control Systems;
- Financial Risk and Control Assessment;
- Internal audits in all units;
- Administrative Guidelines (including financial decision making, monitoring and control);

- Development of a DWS Risk Management Policy and Strategy to address different types of risks at the secretariat and field offices;

- Revision and reinforcement of DWS internal controls and introduction of new ones;

- Investment Principles and Guidelines.

Key processes to be monitored include: procurement (including program and project payments), travel costs, physical assets, salaries, finances, information technology.

However, there are also external risks beyond the organization's control not least of which is the current global economic crisis. At the LWF programmatic level, one such example was the long-standing case with the Israeli government over employer's tax for the Augusta Victoria Hospital in East Jerusalem, with the potential liability of USD 6 million. After several years of negotiations between both parties, an agreement was reached at the end of 2008 whereby the LWF would not have to pay back taxes.

Although the financial state of the LWF has remained fairly stable over the reporting period, a structural deficit has been evolving during the last years. After the Assembly, the challenge is to set up a secretariat and activity structure that the Lutheran communion will be able to sustain in the coming years.

---

# Conclusion

While the report primarily highlights achievements and challenges during this period, it is also about the future that lies beyond Stuttgart. Some of the seeds of a future LWF have been planted in this report. Those whose responsibility will be to reshape and reposition the LWF in the future will find it instructive for their work.

The report will be presented amidst an Assembly that will include official delegates, ecumenical guests, advisors and visitors. Therefore an attempt has been made to ensure accessibility of the **Priority Areas** in the four LWF official languages. It is our hope those reading it will also sense through the work undertaken during this period that Lutheran churches are taking appropriate steps toward visible unity. We recognize with a sense of humility what has been achieved, and trust that whatever remains as

future challenges will be accomplished by others in due course within God's own time.

It is our sincere prayer and hope that what is reported here will point all readers, not to the LWF, but to God's grace and love for all creation, which cries out for wholeness.

As followers of Jesus Christ, we are called to assist in this healing. We must demonstrate that we believe the new Jerusalem is indeed possible!



Rev. Dr. Ishmael Noko  
LWF General Secretary

