



PowerPoint presentation of the LWF during the September 2002 Council meeting in Wittenberg, Germany.
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Office for Planning

The Office for Planning assists in ensuring coordination of LWF programs and unity of purpose. This work is accomplished through interdepartmental program planning, priority setting, joint reviews and evaluation of activities. It is also responsible for the planning and logistics of Council meetings, as well as the Council's functions and other related matters during the LWF Assembly.

Program Coordination

There has been a need for a more integrated approach to the LWF's work. While departments carry out their specific mandates, a cooperative, interdepartmental approach is adopted, however, in implementing programs. The Secretariat staff has created a system for coordinating activities in order

Staff Working Teams

Staff Working Team on Europe
Staff Working Team on Africa
Staff Working Team on Latin America
Staff Working Team on Asia
Staff Working Team on Human Resource Development
Staff Working Team on Gender
Staff Working Team on Youth and Children
Staff Working Team on Theological Education
Staff Working Team on Ecumenical Affairs
Staff Working Team on Computer Service
Staff Working Team on Finances
Staff Working Team on Lutheran-Jewish Relations
Staff Working Team on International Affairs and Human Rights
Staff Working Team on HIV/AIDS
Staff Working Team on Disability
Staff Working Team on Human Sexuality
Staff Working Team on the World Wide Web
Staff Working Team on Environment
Staff Working Team on MaRS
Interdepartmental Committee for Publications
Position Classification Committee
Interdepartmental Project Screening Committee

to increase information sharing and avoid duplication of effort. Interdepartmental staff working teams (SWTs) function in a variety of areas and provide opportunities for sharing information and for a joint approach to matters dealt with across departments and offices. All SWTs are advisory to the staff person responsible for a program. In matters of policy and guiding principles for the LWF as a whole, they are responsible to the Office of the General Secretary.

A number of crosscutting issues are also coordinated in this office. The following are examples of such issues:

- The *Program Cooperation Framework Agreement (PCFA)* was developed at the request of supporting agencies for a harmonized approach to reporting re-

quirements and other matters in relation to multilateral cooperation. The PCFA facilitates increased joint planning and cooperation, and regulates responsibilities and division of labor between the LWF and supporting agencies. The agreement was reached at the time of the Ninth Assembly and was signed by supporting agencies in the Nordic Region, Australia, the USA and Canada. In 2000, a second version of the PCFA was developed and signed by the same agencies for a period of five years, from 2001–5. An annual commitment form is submitted each year by the agencies, indicating a year's firm commitment and a three-year projection, thus enabling a more coherent and financially appropriate planning process.

- The computerized *Monitoring and Reporting System (MaRS)* is a direct response to the LWF's commitment through the PCFA agreement. MaRS facilitates these commitments and provides member churches and others in the network with the necessary tools to plan, budget and report on funds entrusted to them. It is a tool to improve information sharing about programs, projects and use of funds. The initial phase of MaRS was coordinated by the Deputy General Secretary. It is now monitored by the Office for Finance and Administration.
- *LWF Guidelines for Sustainable Development* document the LWF's longstanding policy approach to sustainable development for the first time. The guidelines focus on human rights, gender, environment and communication, and preexisting guidelines may be incorporated as desired. They cover the whole of LWF's experience, supported by a theological rationale. The Council approved the guidelines in 2000.
- The LWF was represented in the ecumenical *Study on the Motivation for*

and Consequences of Concentration Policies in Ecumenical Development Cooperation. Since the early 1990s, partner agencies have tended to concentrate their efforts in particular ways, and this has affected ecumenical cooperation. The effects were not analyzed or evaluated prior to the study, which concluded that: there was no need for partner agencies to be defensive about their concentration policies, but there was a need to reflect on the quality of communication and dialogue; local partners should make better use of their resources in order to improve administration; clarity of purpose, outcomes, roles and responsibilities were important; “mutual commitment” might be a better phrase than partnership to describe relationships within ecumenical development cooperation.

- LWF work in the area of HIV/AIDS is undertaken within the different departments/offices, with no one staff person being delegated responsibility for a comprehensive response to the pandemic. A new SWT has made a first attempt to coordinate the LWF’s response. In order to improve cooperation and coordination between organizations within the Ecumenical Center, to avoid duplication and to facilitate an ecumenical approach, a joint staff group has been established.
- The relationship between DTS, OEA and the Institute for Ecumenical Research in Strasbourg has been considered several times by the Council. In 2001, the Council asked the General Secretary to pay particular attention to how the role of theology and ecumenism in the life of the LWF might best be supported and furthered. He was asked to present a financial plan of action for DTS, OEA and the Institute for Ecumenical Research in 2002, and to explore how a third professor at the Strasbourg Institute might be financed.

Aware of the shortage of money, staff recommended a joint process of evaluation and strategic planning in order to increase awareness of theology and ecumenism within the LWF.

- As LWF departments/offices organize around 35–40 consultations and workshops every year, a harmonized approach to the planning of consultations has been developed. The Council is informed annually about such consultations.

Cooperative Working Relationships with the WCC and WARC

Relations between the LWF and the WCC have always been close. Many LWF member churches are also members of the WCC.

The WCC has, in principle, maintained an equal relationship with all Christian World Communions (CWCs), regardless of their size, resources and location. The LWF and the WCC, however, share the same facilities, carry out the same programmatic work in many areas and, to a great extent, are supported by the same member churches and funding partners. This, and the fact that the LWF is the strongest CWC in terms of finance and administration, has sometimes created expectations for closer cooperation.

Discussions concerning closer cooperation have usually been initiated by the leadership of the two organizations. At the LWF assembly in Hong Kong and the WCC assembly in Harare, member churches themselves expressed a wish for closer cooperation. Following specific recommendations from the LWF and WCC governing bodies in 1999, an LWF–WCC staff group was appointed by the general secretaries of the two organizations. Its task was to assess relevant issues and the contribution of the two organizations to the ecumenical movement as a whole. Being aware that most of these issues might stimulate further cooperation among CWCs in general, the staff group attempted to:

- Describe the distinctive roles of the two organizations within the ecumenical movement, the consequences for their respective missions and their cooperation
- Present the main parameters of simultaneous membership in the two organizations
- Look into ways of relating various assemblies to each other, identify their specific roles, and consider their coordination to ensure better stewardship of resources and increased cooperation
- Explore the programmatic relationship between the two organizations and identify and propose new areas of cooperation.

In 2000, the LWF Council received a report on these different aspects of closer cooperation. The WCC also received the report and recommended that WARC be included in future discussions. Thus, the Joint Staff Working Group now includes WARC staff.

The staff group has continued to work on the issues raised in the report and taken steps to improve cooperation and sharing of information between ecumenical and confessional bodies. Practical cooperation relating to the assemblies is important for

all the organizations. The policy discussion about future joint or coordinated assemblies has been followed up by the different assembly coordinators, and the three organizations have assigned representatives to the various assembly planning committees. It is hoped that the assemblies due to take place in 2003, 2004, and 2006 will provide further information to facilitate final decisions about joint or coordinated assemblies.

In a parallel process, cooperation between the LWF and WARC has increased. There are regular joint Cabinet meetings and cooperation between different units is increasing.

Inventories of the areas of cooperation between the LWF, WCC and WARC show that there is more cooperation in the areas of development, humanitarian response and human rights, but less in the area of theology.

Meetings of the LWF Council

Since the constituting meeting in Hong Kong in July 1997, the Council has met annually in:

June 1998 Geneva, Switzerland

June 1999 Bratislava, Slovak Republic, with the theme *The Gospel Transforming Cultures*

LWF Council Members vote at their 22–29 June 1999 meeting in Bratislava, Slovak Republic.
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June 2000 Turku, Finland, with the theme *I Give You a Future of Hope*

June 2001 Chavannes de Bogis outside Geneva, Switzerland, with the theme *The Church: Called to a Ministry of Reconciliation* (chosen by the Evangelical Lutheran Church in Jordan—ELCJ)

Sept. 2002 Lutherstadt Wittenberg, Germany

The Council accepted an invitation in 2000 from the ELCJ. However, due to the very difficult and unstable situation in the region, the Executive Committee took the decision to relocate the Council meetings in 2001 and 2002.

Highlights of Some of the Actions Taken at LWF Council Meetings

LWF Workload Assessment, Priority Setting and Evaluation (1998 and 1999)

The Council agreed that *LWF Aims and Goals through the Tenth Assembly* should be taken into consideration in the continuing planning and setting of priorities within the Secretariat.

LWF Guiding Principles for Sustainable Development (2000)

The Council adopted the principles and referred them to churches, agencies and field programs for discussion and use.

Eritrea (1998)

The Council expressed LWF's concerns to the Eritrean government about the termination of operations of international NGOs and international humanitarian organizations. It acknowledged the Eritrean government's right to pursue sustainable

development with its own resources, but expressed its deep concern about the process leading to the termination of the LWF program. The Council asked the Secretariat to explore ways to further support the diaconal work of the LWF member church in Eritrea and to ensure that LWF assets in Eritrea benefited Eritrean communities.

Human Rights in Ethiopia (1998)

The Council called upon the Ethiopian authorities to release or charge persons kept in detention within a reasonable period of time of arrest; and undertake prosecution of those charged with criminal offences in a fair, just and prompt manner in accordance with recognized international standards, including the right of defendants to confidential consultation with their lawyers.

Conflict between Ethiopia and Eritrea (1998)

The Council conveyed to the governments of both countries its concerns about the current conflict, calling upon the warring parties to settle the dispute through peaceful negotiation, cease their hostilities, and protect their civilian populations, offering the assistance of the LWF to promote conflict resolution, healing, and reconciliation. It appealed to the international community, including the United Nations (UN) and the Organization for African Unity (OAU), and influential governments, including those in Africa, to seek and secure peace. It offered encouragement and support to the leaders of the Lutheran churches in these countries engaging in peace and reconciliation processes.

Fiftieth Anniversary of the Universal Declaration of Human Rights (1998)

The Council called upon member churches to renew their familiarity with the Universal Declaration of Human Rights (UDHR), increase awareness in their churches and national contexts about the principles and concepts inherent in the UDHR, affirm interna-

tional and national activities in commemoration of the 50th anniversary and encourage member churches to participate.

International Debt (1998)

The Council encouraged and supported the involvement of member churches in the campaign for debt relief and highlighted the need to focus on ways in which the resources released by debt cancellation could be used directly to relieve the suffering of the poor.

In 1999, the Council acknowledged the additional debt relief proposed by the Cologne Economic Summit of the G7 nations. However, it declared that the proposals did not go far enough in addressing the unsustainable debt burden and emphasized that the prevention of future debt crises and the promotion of human development in the world's poorest countries were not adequately addressed. It called upon member churches to intensify their support for the cancellation of unsustainable debt by the year 2000.

Bishop Munib A. Younan of the Evangelical Lutheran Church in Jordan, Jerusalem, and LWF President, Bishop em. Dr Christian Krause, in conversation with President of the Federal Republic of Germany Dr Johannes Rau, September 2002 LWF Council meeting, Wittenberg, Germany. © LWF/D.Zimmermann



Israel and the Occupied Territories

The Council

- Expressed concern about border closures and the resulting frustration of the Palestinian people, which creates a context for extremism (1998)

- Appealed to parties in the peace process and its sponsors to implement the Oslo Agreements and the Declaration of Principles on Interim Self-Government Arrangements (1998)
- Appealed to the Israeli authorities to halt the expansion of Israeli settlements in Arab East Jerusalem until the final status of the city had been negotiated (1998)
- Affirmed that the ELCJ was part of the Christian tradition, which had been continuously present in the Holy Land since the days of Christ (1999)
- Acknowledged the ELCJ's dialogue with other churches and two major religions in the region to promote reconciliation and a common approach to social issues (1999)
- Reaffirmed that Jerusalem is a city of two peoples and three faiths (1999)
- Called for an end to measures designed to alter the region's demography for political purposes, and for equitable and non-discriminatory access to economic opportunities and water resources (1999)
- Called upon the government of Israel and the Palestinian Authority to ensure that religious communities enjoyed full freedom of worship and religion, as well as civil and historical rights; encouraged the Palestinian Authority to ensure religious freedom and pluralism within the future State of Palestine, as well as educational curricula which promote mutual respect among religious communities (1999)
- Affirmed the fundamental human right of Palestinian refugees to return to their places of origin; called for final status negotiations to reach a durable and consensual solution to their plight (2000)

- Urged Israel to negotiate on the issue of Jerusalem on the basis of UN Security Council Resolutions 242 and 338 (2000)
- Renewed its concern over the rate of settlement expansion in the Occupied Territories (2000)
- Denounced all attacks upon civilians (2001)
- Expressed concern that the current context of injustice and occupation provided fertile ground for the growth of religious and political extremism, anti-Semitism and racism (2001)
- Reiterated that negotiations be based upon UN Security Council Resolutions 242 and 338 and General Assembly Resolution 194 (2001)
- Encouraged churches in member countries of the European Union (EU) to request that their governments pursue dialogue with the government of Israel within the framework of the EU–Israel Association Agreement (2001)
- Urged member churches to work for a ban on the sale of arms to the Middle East region (2001)
- Urged support for the programs and projects of the ELCJ as a primary means of protecting the future presence and witness of a living church in the land of Christ’s birth (2001)
- Encouraged the establishment of prayer vigils for peace in Israel–Palestine (2001)
- Supported ecumenical initiatives to create awareness of the relevant principles of international humanitarian and human rights law (2001)
- Endorsed dialogue among religious leaders and communities of the three



major faiths in Israel–Palestine to strengthen a faith-based constituency for a resumption of political dialogue and the promotion of reconciliation among the communities in the region (2001).

Glaudet Lomba, 24 (center), at Camp Chicala in Moxico Province. There are more than 10 million unexploded landmines in Angola.
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Banning of Landmines (1998 and 1999)

Following the signing of an international treaty to ban landmines, the Council called on all member churches to pursue this goal intensively through

- Active involvement in the International Campaign to Ban Landmines
- Continued condemnation of anti-personnel landmines and their effects through education and awareness building
- Support for the implementation of the Convention on the Prohibition, Use, Production, Transfer and Stockpiling

of Anti-personnel Landmines and on their Destruction (Ottawa Treaty) through various means.

All member churches were encouraged to continue their commitment to the International Campaign to Ban Landmines, including political involvement and operational programs of demining, with the ultimate goal of totally eliminating landmines from the earth.

HIV/AIDS

The Council:

- Asked that experiences and practices be shared with member churches and duplicated in other related LWF programs, integrating AIDS awareness in DWS field programs where necessary (1999);
- Approved consultations and workshops to mobilize church responses to HIV/AIDS, ensuring that all consultations address contextual theological, ethical and gender issues relating to the pandemic's devastating impact, utilizing the experience, expertise and resources already available within the churches and ecumenical and other networks, especially the WCC (2001)
- Decided—as a renewed commitment to ecumenical/international efforts to overcome the HIV/AIDS pandemic (e.g., the Ecumenical Advocacy Alliance)—to launch a campaign to develop a comprehensive program with specific strategic management to combat HIV/AIDS, establishing a special fund for this purpose in cooperation with member churches and funding agencies (2001).

World Conference Against Racism (2001)

The Council welcomed the World Conference Against Racism, Racial Discrimina-

tion, Xenophobia and Related Intolerance as an occasion for addressing persistent racism and related forms of discrimination and exclusion, formulating a practical plan of action for responding to these challenges, and encouraging the LWF, member churches, and other partners to highlight the issue of caste-based and related forms of discrimination. It further declared that the struggles against anti-Semitism, discrimination against Palestinians, caste-based discrimination, and other forms of racial discrimination, xenophobia and intolerance were inseparable elements of the same struggle, based in the recognition of the God-given dignity of all human beings and in the international community's commitment to the universal realization of human rights and fundamental freedoms.

Religious Freedom (2000)

The Council received the comprehensive report "Involvement of LWF member churches in promoting and defending Religious Freedom" called for by the Ninth Assembly and asked member churches and other expressions of the LWF to provide additional information on their involvement, increase their efforts to promote mutual understanding and religious freedom for all, and address religious fundamentalism by means of ecumenical and interfaith dialogue and cooperation and relevant educational and awareness-raising initiatives.

Acute Conflicts

India (1999)

The Council expressed hope that the religious tensions in India would lessen and that the rights of Dalits and ethnic minorities would be protected; declared solidarity with the victims of the violence and with the churches as they continued their dialogue with other religious communities and with the government, with the aim of improving the interreligious climate in India.

Indonesia (1999)

The Council expressed solidarity with the churches and the people of Indonesia in the midst of the changing political, economic and social context and outbreaks of violence, encouraging member churches to support the activities of the Indonesian churches to reduce religious and ethnic tensions and to promote reconciliation within Indonesian society. It urged the Indonesian government to prevent further violence and bring to justice those responsible for criminal acts.

East Timor (1999)

The Council expressed support to the religious leaders in East Timor who had been working for an impartial and free expression of the will of the people, with the hope that the Indonesian government would ensure a peaceful ballot.

Federal Republic of Yugoslavia (1999)

The Council expressed support for the work of the International Criminal Tribunal for the Former Yugoslavia as it attempts to bring to justice those responsible for war crimes and crimes against humanity.

Democratic Republic of Congo (2001)

The Council expressed solidarity with the people of the Democratic Republic of Congo, the Evangelical Lutheran Church in Congo and other persons of goodwill, calling for the withdrawal of all foreign military forces, relief of the acute suffering of the civilian population and intensified humanitarian assistance.

Colombia (2001)

The Council affirmed the concerns of the Conference of Bishops and Presidents of the LWF Latin American member churches in early 2001 concerning the adverse effects of “Plan Colombia,” encouraging consultation within the Lutheran communion and with its ecumenical partners about the humanitarian implications of this policy. It expressed concern about the plight of internally displaced persons, particularly children, especially when forced to engage in armed conflict.

Indonesia (2001)

The Council reaffirmed its 1999 resolution and agreed to support in prayer and in material ways the efforts of the Indonesian churches to reduce religious and ethnic tensions and to promote reconciliation within Indonesian society. It urged the Indonesian government to prevent further violence and bring to justice those responsible for criminal acts.

The Signing of the Joint Declaration on the Doctrine of Justification (1999)

The Council

- Approved the investigation as to how the Joint Declaration might be confirmed most appropriately
- Approved the signing of the Official Common Statement with the Annex
- Decided that the signing of the Joint Declaration should take place in Augsburg on October 31, 1999
- Affirmed the signing as the implementation of the Council action, based on the positive responses to the Joint Declaration by the vast majority of LWF member churches.

Plan of Action for Follow-up of the Joint Declaration on the Doctrine of Justification (2000)

The Council

- Received a Plan of Action and recognized the continuing work of the Lutheran–Roman Catholic Commission on Unity and the coordinating role of the Joint Staff Meeting between the LWF and the Pontifical Council for Promoting Christian Unity (PCPCU) as foundational for the follow-up of the Joint Declaration

- Initiated a joint process of theological reflection on topics raised by the Joint Declaration with the involvement of regional and local groups of theologians, with plans for a joint consultation of the LWF and the PCPCU on the biblical basis of the doctrine of justification
- Asked that a Lutheran task force focus on the long-term vision of the ecumenical work of the LWF.

In 2001, after the report of the Lutheran Task Force on the Follow-up of the Joint Declaration, the Council requested that the ecumenical significance of the agreements be pursued further.

Relationship with the WCC and Christian World Communions (1999)

The Council asked the Secretariat to continue efforts to strengthen cooperation between churches and CWCs in general; and to discuss with the WCC future relations and patterns of cooperation.

Assemblies of International Church Organizations in the Future (1999)

The Council sought clarification of the different functions of LWF assemblies in order to discuss possible coordination of LWF assemblies with those of the WCC and regional ecumenical councils, to ensure better stewardship of resources and increased cooperation.

Cooperation with the WCC (2000)

In planning for the Tenth Assembly, the Council asked the Secretariat to explore ways of coordinating themes, developing preparatory material and reporting and follow-up with other assemblies. It also conveyed to the WCC the need for better coordination of its assemblies with those of regional ecumenical councils.

The LWF as a Communion (2001)

The Council requested a task force to explore

- How understanding and appreciation of what it means to be a communion might be increased among member churches
- A possible change of name for the Federation, to better express its nature as a communion
- Joint or coordinated assemblies with other CWCs in the context of the assemblies of the WCC.

Ecumenical News International (1999–2002)

The Council decided to continue financial support for ENI.

A New Budget Structure Based on Aims and Goals (1999)

The Council pursued the results of the Resource Consultation in light of the aims and goals of the Federation in developing a new budget structure.

Engaging Economic Globalization as a Communion (2001)

The Council encouraged member churches to hold discussions about the paper *Engaging Economic Globalization as a Communion* and participate in ecumenical efforts to deal with economic globalization.

Violence (1999 and 2001)

The Council

- Encouraged member churches to confront the painful issue of violence in all its manifestations
- Approved the document *Churches say “No” to Violence against Women*

prepared by the DMD Desk for Women in Church and Society as a way to assist churches in their efforts to address the issue.

Accompaniment and Strengthening of Churches in the South and in Eastern and Central Europe (2001)

The Council urged greater reflection and asked that strategies be developed to strengthen the organizational capacity and institutional self-reliance of churches in the South, as well as in Eastern and Central Europe, taking into account the spiritual, theological, human, material and financial interdependency and mutual accountability of LWF member churches.

Inter-Lutheran Relations (2001)

The Council asked the General Secretary to converse with the Lutheran Church-Missouri Synod, seeking cooperation and exploration of the relationship with the International Lutheran Council, encouraging churches to resist approaches that condemn other Christians and churches, and offering support in discerning theological issues.

Action by Churches Together (1998)

The Council expressed satisfaction over the positive Evaluation Report and affirmed its commitment to the joint WCC-LWF institutional base upon which the ACT Coordinating Office operates. It joined with the ACT Emergency Committee in its appeal to enhance member churches' commitment to the ACT Network.

Rwanda (1998)

The Council expressed support for the LWF's decision not to phase out its program as emergency activities came to an end, but to stand by communities and, thus, contribute to peace. It appealed to the international community to continue to provide the necessary support to augment peace efforts.

Standing Committee for World Service (2000)

The Council established the Standing Committee for World Service.

Global Consultation on Diaconia (2001)

The Council approved a consultation to be held in 2002.

New Member Churches

Since the Ninth Assembly the Council has received into membership the following churches and congregations:

Bratislava 1999

Full Membership:

Evangelical Lutheran Church in Mozambique
Lutheran Church in Singapore
Malagasy Protestant Church in France
(Fiangonana Protestanta Malagasy Aty Andafy)

Associate Membership:

Japan Lutheran Church

Turku 2000

Full Membership:

Gereja Kristen Protestan Pakpak Dairi, Indonesia
Gereja Protestan Persekutuan, Indonesia

Geneva 2001

Full Membership:

Lanka Lutheran Church, Sri Lanka
Banua Niha Keriso Protestan, Indonesia

Lutherstadt Wittenberg 2002

Full membership:

Lutheran Church of Rwanda
Evangelical Lutheran Church in Zambia
Gereja Angowuloa Masehi Indonesia Nias
Iglesia Luterana Costarricense

LWF Planning and Evaluation Process

Since the new organizational structure was put in place in 1990, the LWF has strengthened planning and evaluation processes. A Long Range Planning Process was introduced from 1992 to 1995. After the Ninth Assembly, a Workload and Priority Setting Assessment was undertaken from 1997 to 1999. A synergistic planning and evaluation process has been developed now.

Workload and Priority Setting in the LWF

In September 1996, the Council asked that, “in order to improve the existing LWF structure, an in-depth assessment of the workload and priority setting in the Secretariat in

Geneva be made after the LWF Ninth Assembly”. In 1997, the Ninth Assembly voted to “request the Council to revise and evaluate the workload of LWF staff as soon as it is possible and to consider critically the current projects and tasks. This is to be evaluated with the intent of cutting out and finishing projects, in accordance with priorities set and the availability of resources.”

The initial phase of this Workload and Priority Setting Assessment (January–June 1998) focused on

- The development of a positive, open approach and methodology
- Building staff awareness, consensus and support
- Agreeing on aims, identifying goals and collecting objective data about activities, capacities and expectations.

Each department and unit made an assessment, coordinated by the Office for Planning.

It is most important for effective planning to develop and agree on a clear vision, a mission and priorities. Therefore, staff worked on drafting LWF Aims and Goals in light of the message from the Ninth Assembly and the governing documents and mandates for each unit. The Council discussed the draft of the LWF Aims and Goals at its meeting in 1999. Staff then worked further on the proposal and at the Council meeting in 2000 the LWF Aims and Goals were approved. In this context the LWF understands that:

Aims express the overall direction and pursuits of the LWF. They are conceptual and are a statement of the strategic issues facing the LWF: they have no time limitations for implementation, no agreed standards for attainment or measurement of completion and are not necessarily unique to the LWF.

Goals are medium term and are a statement of specific, measurable accomplish-

LWF Aims and Goals

1990	Restructuring
1992	Office for Planning in function
1993	Long-range Planning Process
1995	Report to Council on Long-range Planning/Priorities
1996	Council asks for a Workload and Priority Assessment
1997	Phase One of the Workload and Priority Assessment
1999	Phase Two: A Prioritization Process in place in all units
2000	Council approves the LWF Aims and Goals (a working document indicating overall direction and areas of priorities for the LWF as a whole)
2001	An overall evaluation process starts
2002	Program Plans 2002–4 (with projection for 2005)
2003	Overall directions by the Tenth Assembly
2004	Revised LWF Aims and Goals
	Program Plans 2005–7



Rev. Dr Michael R. Rothaar, Coordinator of the LWF Prioritization and Workload Assessment Project, during his presentation to the LWF Council at its 22–29 June 1999 meeting, Bratislava, Slovak Republic.
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ments for each aim. They may be revised periodically and updated to reflect changing circumstances and challenges, are measurable and attainable (given current conditions), and are unique to the LWF. They represent areas of priority and indicate what the LWF and the LWF Secretariat can do together.

The Workload Assessment included gathering data (e.g., purpose, relation to the work of the LWF, cost, use of outcomes) on the meetings, travel, visitors and publications of the LWF. This information was used as one factor in determining the overall workload of the LWF. The process enabled units and individuals to examine their own work and make adjustments as necessary.

Internal discussion of these issues provided an opportunity for the Office for Personnel to make progress on specific new programs first identified as needs in a 1993 long-range plan. A staff training program was created and all-staff training began in the second half of 1998. This program was developed from feedback about needs throughout the organization, which included interpersonal communication and management training for Cabinet members.

Priority Setting

Phase two of the Workload and Priority Setting Assessment involved a priority-setting exercise. It included:

- Linking activities and tasks to goals
- Prioritizing activities and tasks
- Matching available resources with required tasks and activities
- Deciding which programs and/or projects to eliminate
- Creating and implementing a continuous process of planning and evaluation for all LWF functions.

In addition, the need to address various strategic issues influencing the LWF was stressed.

In the 1999 Priority Setting Process, the first step was to define 10 dimensions that would constitute a priority in the LWF. These are:

- Responsiveness (correspondence to priorities and needs)

- Urgency (meets a critical and immediate need)
- Impact (appraises the wider effects, foreseen and unforeseen)
- Creativity (points to new and potentially fruitful work or a significantly new way of working)
- Parsimony (use of available means in an optimal way)
- Duration (defined time frame or in-built formal evaluation)
- Strategic Alliances (demonstrates whether work should be done by the LWF and the role of the LWF in any alliance)
- Internal Coordination (work done in collaboration and cooperation, not duplicating but complementary)
- Staff Workload (the impact of the program or activity on staff)
- Capacity (the scope appropriate to the combined resources).

A simple scoring method was considered most appropriate for the LWF. Executive staff responsible for planning the program undertook priority setting for consideration by the Council.

In reviewing the types of activities that were consistently rated as having high priority, it became clear that the agreed aims described adequately the breadth of work of the Federation. In general (non-specific) terms, the priorities of the LWF may be summarized as:

- Building identity among member churches
- Furthering ecumenical participation
- Supporting the communion in proclamation and service

- Working for the betterment of society
- Alleviating human need
- Managing available resources.

In other words, the LWF has a strong identity and role to play. It brings together Lutherans from around the world to deal with issues of common concern, and applies available resources to what are deemed to be good causes.

By means of the Workload and Priority Setting Assessment, progress was made in developing general aims and goals for the LWF and a method of prioritization. Units have focused on establishing a limited number of medium-term objectives for themselves. DWS underwent a capacity assessment during the second part of 2000 in order to evaluate its capacity and potential for fulfilling its mandate more effectively. In 2001, a Strategic Plan was developed for the work of DWS.

Evaluation in the LWF

Evaluation is understood in various ways, and is influenced by context and culture. There is no single model of evaluation, but rather a body of knowledge upon which the LWF can draw. Evaluation is essentially an internal or external assessment of the design, implementation and results of an area of work. It is a tool to strengthen the collective and systematic learning of the organization. It is about examining the quality of an activity or program according to agreed criteria and at various levels.

The Council was informed at its meeting in 2001 that a set of Guiding Principles for Evaluations in the LWF had been developed and the definitions to be used agreed on.

The Overall Evaluation Process in the LWF

The Program and Standing Committees for Mission and Development and World Ser-

vice, as well as the Project Committee, review evaluations of specific programs and projects regularly. All Program and Standing Committees are responsible for evaluating the work of assigned Secretariat units.

For some years, Cabinet has considered the question of what would be the best format for an overall LWF evaluation process and has stressed the importance of an outside or external evaluation, in addition to internal staff evaluation. The best format for overall evaluations would be to engage three teams of consultants from the constituency (member churches, national committees, theological institutions and supporting agencies). The consultants would need to be knowledgeable in theology, development/humanitarian assistance and communication. Each team would assist in developing an appropriate methodology for these three main areas of work, undertake evaluations and propose an action plan for the implementation of findings and recommendations.

In view of the upcoming Tenth Assembly, Cabinet proposed a simplified process through which Program and Standing Committee members were asked to consider a set of evaluative questions. Their responses and comments served as background for a joint reflection at the Council meeting in September 2002. Members of Program and Standing Committees, together with consultants participating in the Council meeting, represented the external

input to the internal staff evaluation. It is intended to develop an overall evaluation system after the Tenth Assembly.

Visits to the LWF Secretariat

Many delegations and individuals from member churches and related agencies have visited the Geneva Secretariat. It is a privilege for staff to show hospitality to the LWF constituency. Visits to LWF headquarters and the Ecumenical Center are an important aspect of day-to-day work in Geneva and provide an opportunity to listen to member churches and related agencies. Many issues and concerns, normally dealt with through correspondence or telephone conversations, can be discussed further and explained in greater detail. They also serve as an opportunity for staff to inform member churches and related agencies about the work of the LWF. Such face-to-face encounter provides for more genuine and long-lasting relationships and exchanges.

The LWF Archives

The archives are the memory of the Federation and its member churches—a rich heritage documenting more than 50 years of Lutheran cooperation. The main archives are lodged at the Geneva headquar-

Church of Sweden delegation visits the LWF. From left: Ecumenical Officer Rev. Hans Engdahl, Church Secretary Rev. Dr Carl Axel Aurelius, General Secretary Ms Leni Björklund, former Director General Mr Peter Weiderud, International Mission & Diaconia. Center: former LWF Deputy General Secretary Ms Agneta Ucko. © LWF/C.Rothenbühler



ters and are open to researchers from member churches, to students, and others.

Radio Voice of the Gospel (RVOG) Archives

Located in Africa, the RVOG Archives—also LWF property—have recently been organized and catalogued. The international radio station, RVOG, was a powerful instrument for the LWF and its member churches, as well as for various other Christian communities, in and beyond Africa. It transmitted programs in about 20 languages to an African and Asian audience. Its archives contain an impressive record of broadcasting from 1963 to 1977, when the Ethiopian authorities nationalized the LWF radio station in Addis Ababa. All the property was confiscated—including the archives, but, eventually, they were released. With the assistance of a Finnish researcher, Mr Mika Palo, and support from EECMY staff, DMD coordinated the work of restoration of the RVOG archives. Sound recordings, documents, printed materials, photographs, etc., have been catalogued and stored safely at the Yemisrach Dimts Communication Center in Addis Ababa. The archives, which are administrated by EECMY, will be of interest to the entire Lutheran constituency. The catalogue consists of two parts: (1) correspondence, printed materials, maps, photographs, and slides; (2) sound recordings.

Databank on Resolutions by LWF Authoritative Bodies

Work on the databank (1946 to present) began in 1985. After retirement from the LWF, Ms Vera Henrich took on the huge task of processing and inputting all data. The databank can be searched by subject, source, year, and venue on questions about actions by LWF assemblies, the LWF Executive Committee, the Council, etc. The databank holds some 7,500 items, is updated annually and is available to users with a password through the MaRS web site.

Web Site

A short presentation on the LWF archives can now be found on the LWF web site. In future, the web site will offer further scope for online searches. Gradually, information about archive holdings of LWF publications, reports, newsletters and audio-visual material will be made available online. A direct e-mail computer link facilitates communication between external users and the archives.

Archival Resources

The LWF archives extend to some 730 linear meters. They include records of the final years of the Lutheran World Convention (LWC), 1945–47, and the records of the LWF since 1947. The archives document work coordinated through headquarters, as well as developments in member churches and other Lutheran churches worldwide. They also contain records of LWF governing bodies, correspondence, LWF publications and reports, periodicals and newsletters, clippings, biography files and audio-visuals. There is access to a library, reading room, finding aids, and inventories.

Future of the LWF Archives

As financial and human resources allow, it will be possible to create other databases and computerize archives administration. Staff would like to be able to keep up with the modern, archival techniques currently used in the member churches. Staff seeks to address the need for periodic upkeep of the archives, the better to preserve the Lutheran heritage for future generations of researchers.

In recent years, visits to and from other Lutheran archives, and frequent exchange of information and material, have improved considerably archival cooperation across borders and continents. Eventually, the development of the Internet will bring the LWF archives closer to the LWF member churches and to individual users.