



2016 Strategic Plan Summary

Mission

Inspired by God's love for humanity, CLWR challenges the causes and responds to the consequences of human suffering and poverty. As a specialized agency of the Lutheran community in Canada, CLWR offers Canadians opportunities to serve the needs of others.

Vision

A world where people live in justice, peace and dignity, united in diversity, and empowered to achieve their universal rights to basic needs and quality of life.

Strategic Directions

1 *Strengthen our international programming to effectively meet the needs of those suffering from displacement and food insecurity.*

- a) With a focus on those most vulnerable – particularly women and girls, develop programs and partnerships which focus on building resilience among refugee, internally displaced persons and food insecure populations.
- b) Increase understanding among key audiences regarding the impact of our programs, including our unique strengths.
- c) Collaborate with other Canadian organizations through coalitions and forums to support the development of public policy that addresses the root causes of displacement and food insecurity, such as climate change.

2 *Continue to grow our refugee resettlement program so that it effectively responds to sponsorship needs and promotes refugee rights.*

- a) Work within the Canadian constituency, including Evangelical Lutheran Church in Canada (ELCIC) and Lutheran Church Canada (LCC), to promote refugee sponsorship, develop refugee sponsorship networks and support refugee resettlement.
- b) Collaborate with other Sponsorship Agreement Holders, and the Canadian Council for Refugees (CCR), the World Council of Churches (WCC) to influence Canada's refugee resettlement policies.

3 *Broaden and deepen support for CLWR's mission.*

- a) Strengthen the implementation of church-initiated projects, ensuring that they fulfill CLWR's program criteria and enable us to pursue our common mission to serve others.
- b) Engage CLWR constituency in awareness-building activities and fundraising efforts.
- c) Respond to the needs of Canadians affected by natural disasters.
- d) Expand our social media footprint, paying special attention to growing support for the mission of CLWR within a younger demographic.
- e) Continue to promote 'We Care' programming in order to directly engage constituents in support of the work of CLWR.

4 *Nurture partnerships which enable CLWR to effectively achieve its mission.*

- a) Cultivate and sustain our relationship with LCC and ELCIC in order to remain grounded in our mission.
- b) Actively participate in networks and coordinating bodies such as the Canadian Council for International Cooperation, Canadian Council for Refugees, and the Humanitarian Resource Network in order to raise profile of CLWR's work within Canadian civil society.
- c) Prioritize our relationships with Global Affairs Canada, Citizenship and Immigration Canada and Canadian Foodgrains Bank in order to leverage funds and influence policy decisions.
- d) Continue to support joint programming through networks such as the LWF and ACT Alliance in order to expand the mission outreach of CLWR.

5 *Ensure CLWR's capacity and capability to sustain and strengthen its current and ongoing leadership in the NGO community.*

- a) Create plans that will enable for smooth transitions throughout leadership changes at the staff, board, and church level.
- b) Stay apprised of the new revenue generating trends and allocate resources to innovative approaches to increase the revenue base of CLWR.
- c) Pursue opportunities and interactions that would enable CLWR to increase its profile amongst the Canadian public in order to expand support for the organization.
- d) Ensure high levels of procedural and administrative efficiencies are developed, realized, and maintained, achieving goals within resources available and with effective financial management.

Values

Principles of justice

In response to our faith, we as Christians are called to seek justice and show compassion. CLWR responds to people who are suffering due to unjust political, economic and social situations.

Dignity

Created in God's image, human beings are to be valued and treated with respect. CLWR respects the dignity of each person and supports vulnerable communities to strive for justice, human rights and a sustainable future.

Stewardship of resources

All that we have is a gift from God entrusted to our nurture and care. CLWR strives to responsibly steward those gifts in serving the needs of others.

Partnership

Working in partnership is fundamental and essential to our work. Mutuality, respect and participation characterize CLWR's partnerships with churches, local organizations, funding agencies, international organizations, groups and individuals.

Accountability and transparency

Operating and reporting with integrity promotes understanding and trust. CLWR is committed to being accountable to partners, including donors, by acting in a transparent manner in all endeavours.