

# **Memorandum of Understanding**

## **Canadian Lutheran World Relief**

**&**

## **The Evangelical Lutheran Church in Canada**

### Preamble

Canadian Lutheran World Relief (CLWR) (vision, mission and values attached) and the Evangelical Lutheran Church in Canada (ELCIC) (relevant mission documents attached) choose to work together in support of our collective missions.

On this basis, CLWR is mandated by the ELCIC to perform the following:

- 1) Provide resources in response to global emergencies
- 2) Provide support to the efforts of the ELCIC in response to domestic disasters (as resources permit)
- 3) Provide material aid in the form of donated commodities
- 4) Facilitate the resettlement of refugees in Canada
- 5) Support the needs of refugees and internally displaced persons at an international level
- 6) Build and strengthen the local capacities of communities, NGO's and artisans as they strive to bring about sustainable improvements to the quality of life of the marginalized and poor
- 7) Work in cooperation with the ELCIC to provide resources related to development education
- 8) Work with the ELCIC in support of advocacy in Canada
- 9) Cooperate with the ELCIC in support of leadership development and training activities
- 10) Facilitate the placement of volunteers in service

Our work is carried out in a collaborative manner through this strategic partnership as well as with partners in the Lutheran and ecumenical family, including engagements with other Churches, as well as NGO's, government and civil society.

In order to facilitate the mission of the ELCIC and CLWR and in response to a dynamic and constantly evolving international and Canadian context this MOU articulates the modalities of our working relationship and serves as a framework for our cooperation. This MOU shall outline the divisions of responsibilities and the administrative frameworks, which will guide our work together.

## **CLWR and the ELCIC in Partnership**

Within the framework of the areas of responsibility noted in the preamble, CLWR and the ELCIC's relationship will be characterized by values of respect, mutuality and cooperation. Each partner will strive towards a coordinated approach in areas of cooperation with the goal of enhancing our collective witness and service. While this MOU reflects our proposed modes of collaboration, we acknowledge the more than 65 years of working together as a Lutheran community in Canada.

This MOU will serve as the basis for the ELCIC/CLWR relationship for the period from 2009 through to 2019. The MOU will take effect on a mutually agreed upon date. This MOU and its contents coincide with the ELCIC national convention and the end of the mandate of GHDA in 2009.

No major modifications may be made to the key areas of this agreement until a review occurs in 2017 or upon mutual agreement. (Major is defined as issues related to fundraising, support for international programming and refugee sponsorship) Both parties will conduct a periodic review of the agreement within a mutually agreeable timeframe.

### **Mission Advancement**

The ELCIC (National as well as Synods) and CLWR will adopt a shared approach to generating resources within the ELCIC in accordance with the ELCIC and CLWR principles of stewardship. Multi-year mission advancement strategies will be established and implemented in a cooperative manner. All donor gifts provided to CLWR from (undesignated) ELCIC sources will be allocated on the basis of the terms outlined in this MOU.

While CLWR will have the opportunity to engage with congregations and members, this will not be done independently. All fundraising will be through joint campaigns and an approach which presents the broader mission of the Church (and Synods) and the context in which CLWR serves on behalf of the ELCIC. Our collective goal is to provide additional resources for the advancement of the overall mission of the ELCIC and at the same time support for the specific work of CLWR. We will collectively manage donor relationships and databases.

Every effort will be made to specifically engage the ELCIC Synods in support of mission advancement activities. We will collectively explore the concept of putting

into place "Mission Advancement Officers" in each Synod which carry some level of responsibility for generating resources for the activities outlined in this MOU.

All revenues (100%) generated through Synods for the humanitarian work of the Church (including support for Companion Synod related human and development projects) will be designated for CLWR, as per the mandate of CLWR and as described in the section of this MOU which deals with International Program Cooperation.

The ELCIC and CLWR will establish financial targets which will serve as the basis for the allocation of funds for the programming areas noted in the MOU. The baseline for funding will be \$1 million dollars raised through ELCIC sources for international development programming prior to 2008.

Financial Projections (subject to official start date)

2009/10 - \$1.30 million

2010/11 - \$1.60 million

2011/12 - \$1.90 million

2012/13 - \$2.20 million

**Refugee Sponsorship in Canada**

CLWR acts on behalf of the ELCIC in regards to the resettlement of refugees in Canada through agreements with the Canadian Immigration authorities. This engagement will necessitate the direct engagement of congregations. CLWR will provide ongoing reporting to the ELCIC and work together with the ELCIC to make sponsorship needs and opportunities known within the ELCIC.

**Material Aid**

CLWR acts on behalf of the ELCIC in responding to global emergencies and the gathering and shipping of donated commodities, such as blankets, quilts, kits and soap. CLWR takes full responsibility for the logistics of this program, while consulting on a regular basis with the ELCIC and ELCIC Synods about areas of need.

**Support for Emergency Appeals**

The ELCIC and CLWR will determine together, through the Joint Program Committee, the matter of targeted appeals related to emergencies. Priority will be given to the ELCIC partners and particularly the companions of ELCIC Synods. CLWR and the ELCIC will collectively consider the capacity of partners to implement appeals and the priority channels for our support. Priority will be given to appeals managed by the LWF Department for World Service and ACT International. All funds designated for emergency programming will be allocated by CLWR.

### **Development Education**

The ELCIC and CLWR are committed to raising awareness within the ELCIC membership on issues related to international development and the root causes of hunger and poverty. Development education is an important component of the CLWR strategic plan as well as a complement to the strategic interests of the ELCIC. Both the ELCIC and CLWR will strive to work together, in cooperation with other Church and ecumenical partners in Canada, North America and around the world, to enhance our collective ability in regards to education concerning development issues. Funding for development education activities will be provided by CLWR.

### **Advocacy**

Both the ELCIC and CLWR recognize the importance and relevance of advocacy in relation to the goals of this MOU. Advocacy takes many shapes and forms including advocacy within Canada, together with other ecumenical partners and organizations, as well as at an international level which can also be accomplished through the Lutheran World Federation, the World Council of Churches and other related organizations. The ELCIC will take the lead on advocacy matters, especially at a domestic level, and work cooperatively with CLWR to support advocacy which flows from international programming. A joint advocacy program plan will be developed and supported through the Joint Program Committee.

### **Communication**

Both the ELCIC and CLWR will establish joint internal and external communication protocols which will serve as a guide for communication to the ELCIC membership. The protocols will be attached as an appendix to this MOU.

### **International Volunteer Service and Volunteers in Mission**

The ELCIC and CLWR will cooperate in the placement of volunteers at an international level, as outlined in the policy manuals of IVS (International Volunteer Service) and the ELCIC's Volunteer in Mission program, (VIM).

### **Leadership Development and Training**

Both CLWR and the ELCIC are committed to providing support to ELCIC members for leadership training purposes. (CLWR's current guidelines are attached as an example) Training is varied and diverse, while at the same time equipping members to become more familiar with the circumstances of international partners as well as issues such as lifestyle and culture and the work of CLWR. Resources will be made available annually to ELCIC institutions, Synods and others as defined in joint guidelines and criteria (to be developed).

### **International Programming**

The ELCIC is a member of the Lutheran World Federation and as such participates in a variety of aspects of the life of the communion. CLWR is recognized by the LWF as a partner agency. Both the ELCIC and CLWR are actively engaged with the LWF, member Churches and a number of related partner organizations. Together the ELCIC and CLWR seek to fully participate in support of the LWF as a communion of Churches, constantly aiming to add value and a qualitative Canadian and North American contribution to the communion.

Working in partnership is a fundamental principle for the ELCIC and CLWR. This necessarily extends to working ecumenically both in Canada and internationally, with special attention to the Anglican Church in Canada (and the Primates World Relief and Development Fund) and the LWF in North America, primarily with the Evangelical Lutheran Church in America as well as Lutheran World Relief (USA) and LIRS (Lutheran Immigration and Refugee Services).

The ELCIC Synods are also engaged ecumenically and internationally in support of mission and development including through the Companion Synod relationships. A natural outcome of these relationships has been the generation of resources to support mission and development activities of Companion Churches.

These factors combined necessitates the need for clarity in how these relationships function and connect with one another. Partnership needs to be understood broadly. Mission and development requires a communion wide approach with areas of responsibility outlined for each partner and for the community as a whole.

The following represent the links to the LWF according to the contents of this MOU and programming:

- 1) LWF – Department for World Service and the DWS Standing committee for World Service – CLWR
- 2) LWF – Department for Mission and Development and the LWF Project Committee – ELCIC and CLWR
- 3) LWF General Secretariat, Office for Communication Services, International Affairs and Human Rights, Interfaith Action for Peace in Africa – ELCIC and CLWR
- 4) ACT International – CLWR
- 5) ACT Development – both CLWR and the ELCIC

### **The specifics of International Cooperation and funding**

- 1) All funds raised for the purposes outlined in this MOU will be channelled to CLWR. This includes funding from Synods and funds received through the national ELCIC office.
- 2) All funds designated for CLWR from ELCIC sources will be allocated to programming as outlined in this MOU.

- 3) Donors have two options in terms of funding flows: send contribution direct to the CLWR office (which will be tracked and managed together with the ELCIC) or send contribution through a congregation which is in turn forwarded to Synods and then to CLWR.
- 4) CLWR will systematically advance funds to the ELCIC for programming, based on the plans established by the JPC (see below)
- 5) Designated funds for ELCIC projects – The ELCIC will receive 100% of funds designated for the ELCIC by donors, irrespective of whether funding originates from an ELCIC or non ELCIC source. This includes projects of companion synod partners. CLWR may provide additional funding to supplement designated funding from Synods to projects of their companions.
- 6) Undesignated funds from ELCIC sources – 13% of the first \$1,700,000 and 40% of additional amounts will be allocated to the activities outlined in this MOU.
- 7) Allocation to specific ELCIC/CLWR activities in Canada (from funds arising from sources outlined in point 6 above) – generally, 50% to advocacy, 25% to leadership development and training, and 25% to domestic poverty alleviation (through Synod programming)
- 8) All bequests designated to GHDA will be provided to CLWR, with 13% of the funds allocated to the ELCIC for domestic programming.
- 9) All bequests designated to CLWR from ELCIC sources and dated prior to September 30, 2011 will be retained 100% by CLWR.
- 10) All bequests designated to CLWR from ELCIC sources, dated from October 1, 2011 are subject to the 13% assessment which will be provided to the ELCIC for domestic programming.
- 11) Every effort will be made to inform donors of the way bequests will be treated, as noted above (point 10).
- 12) These funds (points 8-12) will be accounted for separately and will not be part of the allocation formula outlined in point 6.

*Note: Undesignated income is defined as any amount received which is not designated by the donor for a specific purpose/project, including emergency, relief and rehabilitation and specific development projects.*

### **Joint program planning and mutual accountability mechanisms**

In order to enhance cooperation and effective programming, CLWR and the ELCIC will establish a Joint Program Committee to plan and implement activities as outlined in this MOU. The JPC will be responsible for programming related to leadership development and training, development education, advocacy and international partner projects.

According to the terms of this MOU, funds will be made available for each of the areas noted above. The JPC will develop long term and annual program plans for leadership development, advocacy and support for international partner projects.


The JPC will be responsible for the development of annual and multi year budgets, within the parameters of the allocations outlined in this MOU.

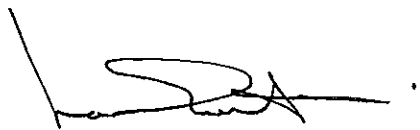
The National ELCIC Bishop and CLWR Executive Director will serve as ex-officio members and each appoint at least two staff members to the JPC. The JPC members will be jointly accountable to the National Bishop and Executive Director and their respective leaders.

**Governance and Administration**

The ELCIC will be eligible for six full members and the national Bishop as an ex-officio member on the CLWR Board. The ELCIC will provide relevant and qualified representation on the CLWR Board such that each of the five Synods are represented at all times. Two members will originate in the Eastern Synod and one in each of the four Western Synods. This configuration of Board membership will be phased in over a period of time as vacancies occur.

**Consensus of Agreement**

  
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The Reverend Bishop Susan Johnson

  
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The Reverend Dr. Mark Harris  
CLWR President

Dated Oct 5, 2011

Dated Oct. 14, 2011