

ANNUAL REPORT 2015

world reliefTM 
DEUTSCHLAND

Contents

3	Greeting from the Chairman
4	About us
7	Executive Board Report
8	Country programs and projects
25	Supervisory Board Report
26	Financial report
31	Memberships and partnerships

PUBLISHING INFORMATION AND DISCLAIMER

World Relief Deutschland e.V.

Utrechter Str. 14
13347 Berlin, Germany

Phone +49 30/ 555 78335-0
Fax +49 30/ 555 78335-9
E-mail: info@worldrelief.de
www.worldrelief.de

Register of associations: No. 1896
District court Bad Homburg

Bank account for donations:
Bank für Sozialwirtschaft, Mainz
BIC: BFSWDE33MNZ
IBAN: DE04 5502 0500 0008 6366 00

Edit and design: Michaela Hamm
Contributors: World Relief Deutschland (WRG) employees worldwide.

Photos: WRG and our project partners hold the rights to all photos published in this report. They were made available to us by our staff and partners.

Maps: The presentation of maps in this report does not constitute an expression of opinion whatsoever on the part of WRG as to the legal status of any country or territory, its governments or borders.

All maps are based on the template from www.freeworldmaps.net.

Any reprint or reproduction of this report requires the previous written authorization of World Relief Deutschland. WRG is to be furnished with one copy of the reproduction.

An electronic version of the Annual Report can be downloaded at: www.worldrelief.de

© 2016 World Relief Deutschland e.V.

Greeting from the Chairman

Dear Friends of World Relief Germany,

World Relief Germany (WRG) finished the year 2015 in a much better position than it had in 2014. Although it was a year of great sacrifice and hardship, we thank God for the tremendous improvement in the organization as well as in the quality of work that we have been able to accomplish on behalf of those we are seeking to serve. As an organization we continue to be committed to our mission, vision, and values:

In essence, taking the example and mandate of Jesus to heart, seeking to respond to injustice in a manner that places our faith into action thereby helping us achieve our mission of empowering local communities to serve the most vulnerable.

In the following pages you will read how our staff, representing a dozen different nationalities, have been able to respond in eight different program countries serving more than 200,000 people.

From WASH projects in Pakistan, to Disaster Risk Reduction in Somaliland, to Peace and Reconciliation in Rwanda, to refugee assistance in Jordan, WRG staff are engaged with communities seeking economic, social and personal transformation of the most vulnerable.

All this could not have happened without the dedication and faithful service from WRG staff members that I hope you will find encouraging and inspiring as you read their stories in this report.

As I look towards 2016, I see many changes within the organization as well as great opportunity to respond to the challenges facing the countries in which we work.

In 2016 we will move our office to the capital Berlin in order to better facilitate communication and networking amongst our partners, donors and advocacy work with the hope of ultimately making us a more effective organization.

With the addition of a new staff member, we will be able to escalate our work amongst refugees here in Germany and with additional field staff and volunteers we have opportunities to open new projects in Turkey and Syria.



This is in addition to continually strengthening and building the capacity of our core programs in Pakistan, Somaliland, Yemen and Jordan.

Of course with new opportunities come new challenges, but we are poised to meet those challenges in a much better position than we were one year ago.

We know that we cannot accomplish our mandate without the many partners, friends, family and supporters from all over the world who pray, give, and advocate for our work. On behalf of the Executive Board and all WRG Staff, I want to say thank you for your faithful support and encouragement to us!

Many blessings,

Andrew Benckert,
Chairman of the Executive Board
World Relief Germany

About us

OUR WORK

World Relief Germany was established in Germany under the name Partner Aid International in 1998. We are a Christian humanitarian organization that partners with the vulnerable to find ways out of poverty and need.

We are an independent and autonomous part of the World Relief family. World Relief in Germany, the U.S. and internationally, partners with various associations and networks.

We are world neighbors, because we live in a globalized world and poverty, injustice and violence does not stop at our borders.

We trust in God – the foundation of our work is the commandment to love our neighbors. It is our conviction that everyone has a right to nutrition, health and education, but above all to be a valued member of society.

We partner with local communities for the benefit of poor and vulnerable parts of society in the areas of food security, access to safe drinking water and hygiene, poverty reduction and economic development, peacebuilding, disaster relief and refugee work.

As world neighbors we understand that poverty and violence also lead people to seek help in Europe, and that is why we cooperate with churches and other groups of society in working with refugees and migrants within Germany.

OUR VALUES

THE EXAMPLE OF JESUS as we serve those who are suffering from poverty and injustice, regardless of color, belief, or gender, as part of God's plan to redeem, reconcile, and restore the world. We seek to follow Jesus by living holy, humble, and honest lives individually and corporately.

THE MANDATE OF FOLLOWERS OF JESUS to bring peace, justice, and love to a broken world. The integrated "word" and "deed" dimensions of our mandate, as evidenced through an integral, or transformational approach are necessary to bring reconciliation and restoration with God, each other, and the environment.

EXCELLENCE AND CONTINUOUS IMPROVEMENT in all our program initiatives and support services, following best practices and standards in a manner that is sustainable to the community from a spiritual, social and economic perspective. We also seek to apply our human and financial resources in such ways that maximize impact and sustain benefits to the greatest number of people.

EMPOWERMENT of those we serve, whether individuals, communities or local institutions, recognizing their participation as critical to creating and sustaining change and giving them priority in leadership. We seek to catalyze a movement of worldwide volunteers to multiply impact, and we value capacity-building as a means towards that end.

Our mission is to empower local communities to serve the most vulnerable.

In partnership with local communities, World Relief Deutschland envisions the most vulnerable people transformed economically, socially and personally.

PEOPLE, whether staff, volunteers, clients, beneficiaries, donors, or partners, as important actors in bringing peace, love, and justice. We recognize and affirm World Relief as a multicultural organization and seek to understand and respect the multiplicity of cultures among us. As we seek change in the world, we recognize that we, too, are changed, by those we serve.

PARTNERSHIP as essential to serving the most vulnerable. We seek, facilitate, and promote collaboration among all stakeholders, including local governments, the worldwide church, other NGO's, and the business community. We believe that each partner has a unique and interdependent role in bringing peace and justice to the world.

PRAYER as the priority and foundation to accomplishing our mission.

THE ORGANIZATION

World Relief Deutschland e.V. is a registered charitable association. Our staff are either full-time or part-time employees or work on a voluntary basis both in the International Office and in the projects. The bodies of the Association are a) the General Assembly, b) the Executive Board and c) the Supervisory Board.

GENERAL ASSEMBLY

The General Assembly is the supreme supervisory and controlling body of the Association. It is responsible for determining the main principles of the Association's work, accepting and approving the Executive Board's annual activity report, budget and work plan and the Supervisory Board's accountability report, appointing and dismissing the members of the Executive Board, electing and dismissing the members of the Supervisory Board, as well as adopting amendments to the Articles of Association. Our General Assembly consists of seven non-paid members.

EXECUTIVE BOARD

The Executive Board is appointed and dismissed by the General Assembly. Members of the Executive Board may not be members of the Association. The Executive Board consists of at least two members that each have the power of sole representation. It is responsible for the implementation of the strategic orientation as well as the daily matters of the organization.

Currently the executive board has three members that are employed and compensated for their work by the organization.

SUPERVISORY BOARD

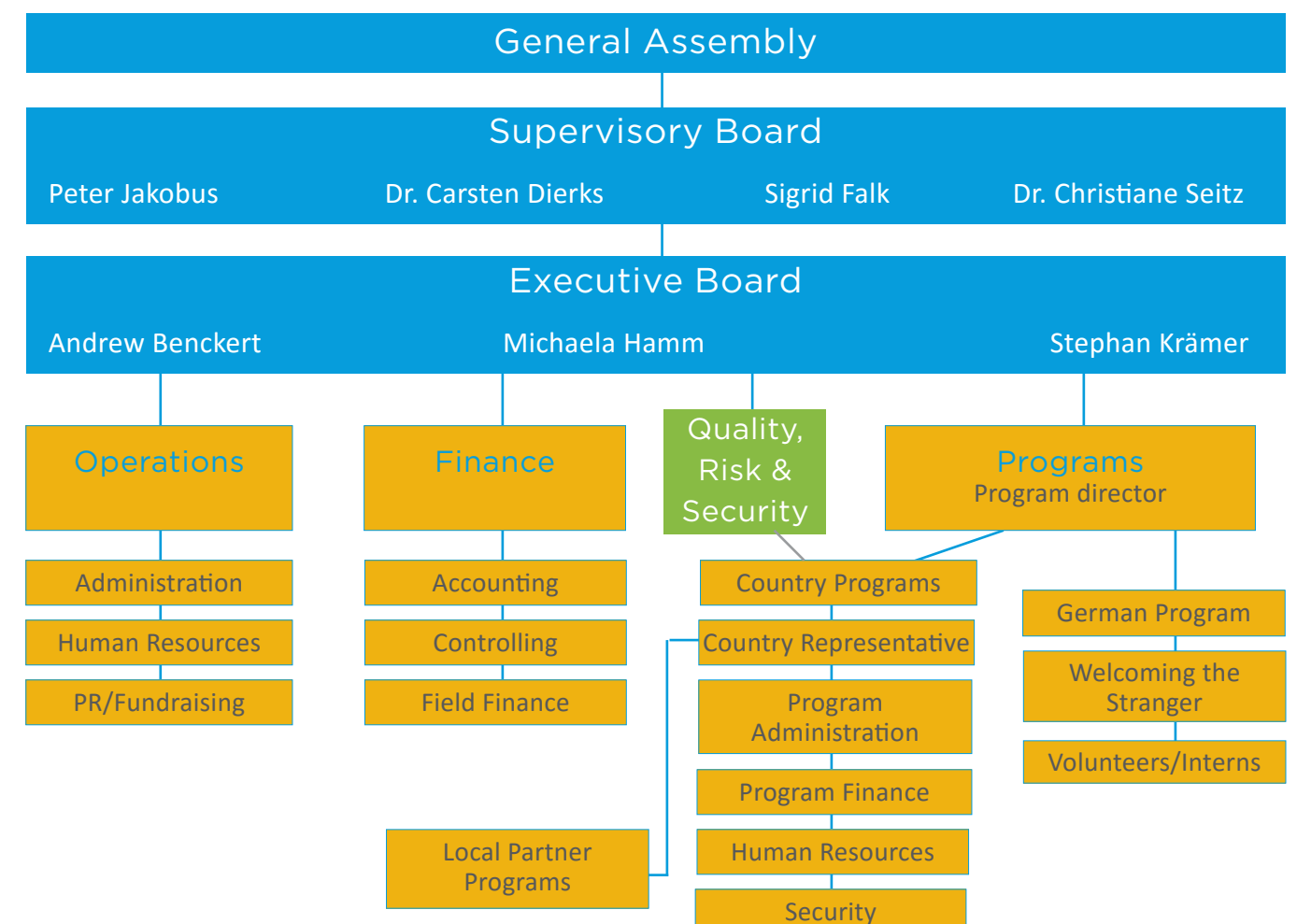
The Supervisory Board consists of three to five (currently four) non-paid members. They are elected for a five year period by the General Assembly and are responsible for the control of the day-to-day management of the Executive Board. They review the audit report and present it to the General Assembly.

Further information is provided in the Articles of Association which can be found on our website www.worldrelief.de.

AFFILIATED ORGANIZATIONS

World Relief Germany maintains an affiliation relationship with a number of sister organizations based on Memoranda of Agreement that govern the relationships. This includes four PartnerAid affiliates: Netherlands, Switzerland, UK, and USA. These four affiliates are involved in project promotion, mobilization and fund-raising but are not active in project implementation. In addition, on April 1, 2014 World Relief Germany entered into an affiliation agreement with World Relief USA.

Each of these affiliates are charities according to their respective national laws. Each agency is legally and financially independent from one another but all are guided by a common motivation and shared ethos.



Our Team

Andrew Benckert - Chairman, Operations

Andrew Benckert has a B.A. in International Studies and a Master's degree in Public Management. As Chairman of the Executive Board, besides the general leadership of the organization in terms of strategy and vision, he coordinates the operative Administration, Human Resources and Public Relations.

Michaela Hamm - Deputy chair, Finance Coordination

Michaela Hamm has a B.A. in International Business and an M.A. in International Development Studies. As a member of the Executive Board, she is responsible for the areas of Accounting, Project Finance and Controlling.

Stephan Krämer - Member of the board, Program Coordination

Stephan Krämer has a degree in civil engineering and is specialized in WASH (Water, Sanitation and Hygiene) projects. In his role as member of the Executive Board, he is responsible for coordinating all country programs. He is also leading our Berlin office and represents the organization in various networks.



OUR INTERNATIONAL OFFICE STAFF

From left to right: Andrew Benckert (Executive Board Chairman), Myron Jespersen (Director International Programs), Michaela Hamm (Finance Coordination, Executive Board), Stephan Krämer (Program Coordination, Executive Board), Sam Dyer (Safety & Security)

Not pictured: Julia Abraham (Website), Andreas Fritsch (IT), Katinka Goldschalt (Accounting, HR), Christiane Wutschke (Welcoming the Stranger Program)

Executive Board Report

DEVELOPMENTS

The outlook for World Relief Germany (WRG) at the end of 2015 was a much brighter picture than the year before, having substantially achieved the goals for the year, which were to:

- a.) Restructure the operations of the International Office to the minimum required to remain viable under a new Executive Board, which also included downsizing the office premises and relocation to Butzbach, Germany,
- b.) Restructure field operations to focus on highest priority locations and build the capacity of each field to develop and manage programs,
- c.) Reduce cost of operations and improve cost tracking, with benchmarks to measure adherence to budget, and finally
- d.) Set realistic goals for increased program and operational revenues, with benchmarks to measure achievement of program development.

PERSONNEL DEVELOPMENTS

WRG was able to successfully increase the field program volume and as a result WRG was able to add international field personnel and volunteers in Yemen, Jordan and Iraq as well as partnering with volunteers to investigate opening further projects in Turkey and Syria. The additional field personnel has led to fulfilling the goal of increasing capacity at the field level.

In addition, WRG received a grant to further develop its Welcoming the Stranger Program, which focuses on refugees and immigrants within Germany, and as a result was able to hire a full time staff member based at the international office to lead the coordinating efforts in Germany.

As the field programs continue to grow in 2016, it is anticipated that WRG will persist in its strategy to build greater capacity with field staff and continue with only a minimal number of staff at the International Office.

BUSINESS STRATEGIES FOR 2016

The strategic plan for 2016 includes the following key elements: relocate the office to the capital Berlin in order to be closer to relevant government ministries, partner organizations and institutional donors; add one management position at IO supporting finance, admin and programs to meet the demands of a growing program; continue to build management capacity at each field location; develop our member care to ensure that staff are retained for the long-term; review and update our policies and procedures; work for a progressive increase in revenue over core costs at the International Office; build a network of individuals and agencies that can strengthen our base for funding and personnel recruitment; and establish benchmarks for our strategy, with a regular schedule of review to see if we are reaching the objectives we have set for the year.

IMPACT MONITORING

WRG strives for high standards of quality in all of its programs with integrity, accountability and transparency. WRG sets quality assurance standards and policies as an integral part of all programs and processes. In 2015, the position of Quality and Risk Manager had the responsibility to ensure compliance with standards set by the organization. Policies are continually reviewed and tested to ensure compliance, while components of Monitoring and Evaluation form the basis of every project implemented by WRG and its partners.

SAFETY AND SECURITY

In 2015, a greater integration of security systems, policies as well as training and supporting documents was established between WRG and its partner World Relief US.

The International Security Policy and Site Security Plan templates were finalized and implemented in all field locations bringing a uniform standard across all WRG and WR US programs regarding security in what is considered to be a significant step forward ensuring the safety and security of all our staff.

WRG places a high priority on staff as our single most valuable asset and will continue to take all measures necessary to staff are cared for and not placed in unnecessary danger.

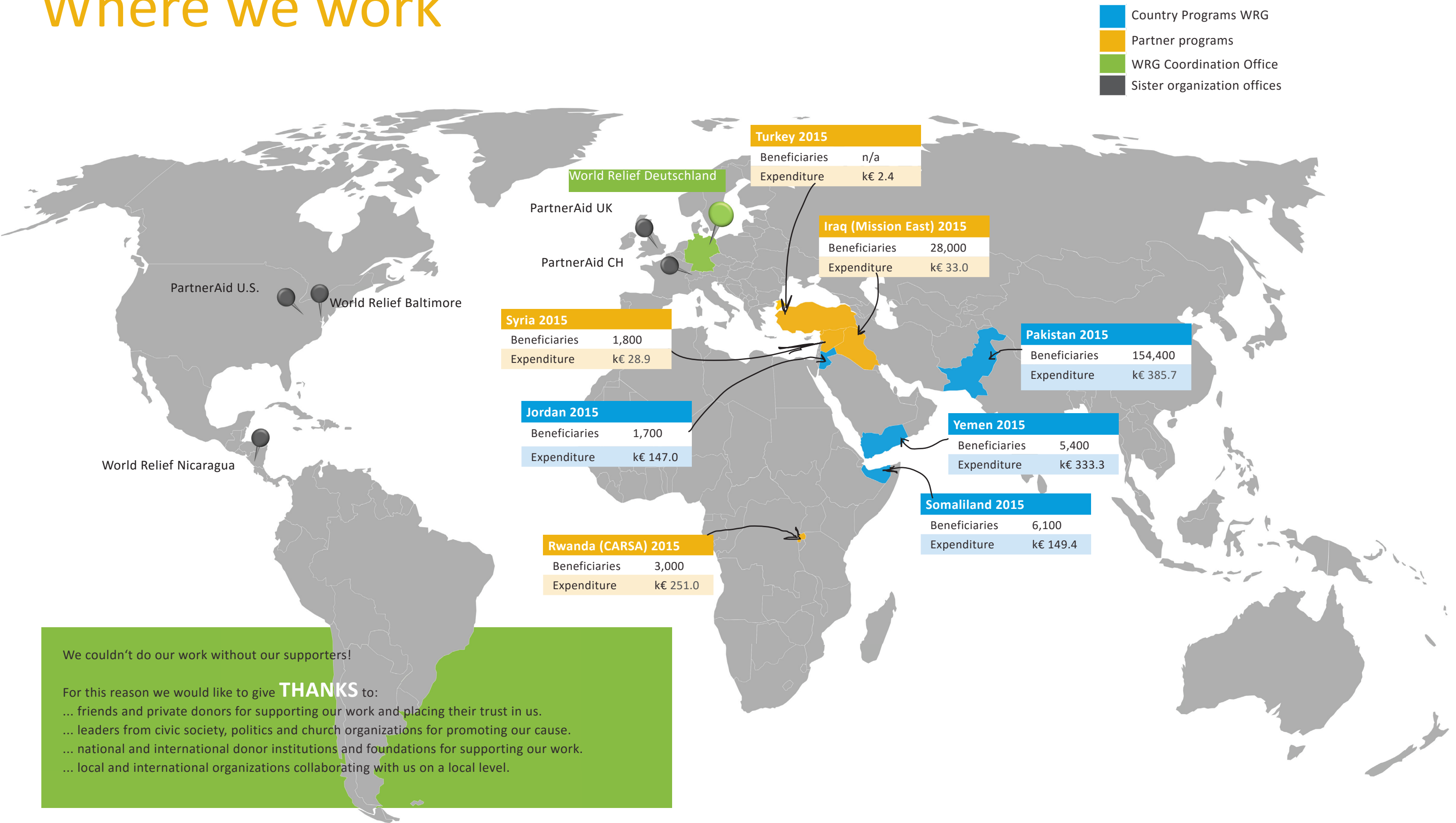
OUTLOOK FOR 2016

WRG will continue to capitalize on the gains made during 2015 and focus on efforts that will stabilize the organization and ensure financial and programmatic sustainability into the future.

As almost all of the benchmarks set for 2015 were met or exceeded for each period of review, the management team feel confident to propose a strategy for 2016 that continues the trajectory to financial stability and building capacity at the international office and in the field to manage the anticipated growth of the program as a whole.

WRG continues to be dedicated to all its stakeholders working with integrity, transparency and according to its mission, vision and values.

Where we work



We couldn't do our work without our supporters!

For this reason we would like to give **THANKS** to:

- ... friends and private donors for supporting our work and placing their trust in us.
- ... leaders from civic society, politics and church organizations for promoting our cause.
- ... national and international donor institutions and foundations for supporting our work.
- ... local and international organizations collaborating with us on a local level.

Note: Beneficiary numbers are comprised of direct beneficiaries per project and are rounded to the nearest hundred. Due to the fact that project activities, local context and donor definitions of direct and indirect beneficiaries vary, beneficiary numbers are not easily comparable between countries and projects and are to be taken as an approximation.

Pakistan

Standing together for development and peace.



A VISION FOR 2025

In 2014 the Government of Pakistan developed a strategy document that detailed the goals and aspirations of the nation entitled: “Pakistan 2025: One Nation, One Vision”. In the document, Professor Ahsan Iqbal, the Minister for Planning, Development, and Reform said, “Pakistan was not carved out by either geography or race. It was created on the basis of an idea, a dream and a vision. ‘The Pakistan Dream’ envisioned for Muslims of South Asia to showcase to the world that they could establish a state based on justice, dignity, security, and prosperity without prejudice and discrimination.”

When you hear about Pakistan on the news these days it is not uncommon to read about their struggles as a nation as it relates to the economy, unemployment, political instability, extremism, or challenging social conditions. While the dream that Professor Iqbal mentions above has not yet come to pass, WRG, currently still operating as PartnerAid International in Pakistan, is working to help see this vision of justice, dignity, security and prosperity become a reality for the people of Pakistan.

IMPROVED SANITATION AND HYGIENE FOR RAJANPUR

In 2015, WRG partnered with UNICEF to provide improved sanitation for over 150,000 individuals in six Union Councils of the Rajanpur district. This district is one of the most under-developed areas of Pakistan and is often prone to seasonal flooding.

This project helped to raise the population’s awareness regarding sanitation and hygiene with the end goal of reducing, and preventing, the incidence of WASH related diseases. All activities associated with this project were closely coordinated with local government authorities in order to ensure ownership and accountability of the project.

The project was responsible for establishing 200 new school WASH Clubs and 200 Village Sanitation Committees. In addition, 200 masons were trained in building low cost and environmentally friendly latrines. In total, 1007 model latrines were constructed as part of the project activities. 25 entrepreneurs were also empowered to establish sanitary marts for their communities.

Due to the success of this project WRG was asked to contribute an article regarding this project, specifically the aspect of the project that dealt with school WASH Clubs, to the publication “Making WASH in Schools more Sustainable (Volume II)” of SuSanA (Sustainable Sanitation Alliance).

KOKAB’S STORY

Kokab Bibi is a 45 year old woman living with her husband in a small village of Umer Kot in the District of Rajanpur. Her father was a farmer who sacrificed much in order to make sure his daughter received an education.

As a child Kokab hardly ever used a latrine as it was normal to go to the bathroom out in the open. Often she would have to wait for evening to do so in private, but as she was scared to go out into the fields alone in the dark she would find places near to her house to relieve herself. Other hygiene issues such as washing hands after going to the bathroom were rarely practised and talking about more personal issues, like menstrual hygiene, was unthinkable.

After years of study Kokab became a teacher in a public Girls Elementary School. It was the realization of her childhood dream! With her new role she desired to bring positive change into her school but she did not really know where to start and had no one to provide guidance.



Kokab Bibi with her WASH Club students

It was at this point that a WRG field team visited her school and talked about the possibility of establishing a WASH Club.

Kokab knew from her own personal experience that a WASH Club like this could help provide practical training and help for both teachers and students about hygiene practices. This club could be a catalyst that would enable these teachers and students to not only help themselves but to share this knowledge with others in their community.

When asked about these clubs Kokab said, “For me the knowledge of menstrual hygiene management was not only new but also very important. Due to our cultural sensitivities many mothers do not discuss this topic with their daughters as they enter puberty.”

“There are many taboos associated with menstrual hygiene and this can cause many girls to feel insecure and to isolate themselves during their period.”

As WASH Club Supervisor, Kokab together with the WRG field team, started project activities to promote personal hygiene such as hand washing and menstrual hygiene.

Kokab and her students even organized walks and meetings with community members to encourage them to build and use latrines, wash their hands with soap, and introduce solid waste and safe drinking water management. Through the leadership of Kokab and others like her, the community members in partnership with World Relief Germany have built 65 latrines!



Participants from different faith groups working together for peace

FAITH FRIENDS FOR PEACE

The province of Khyber Pukhtunkhwa borders with Afghanistan and is home to a large number of Afghan refugees. This province is struggling to overcome poverty, illiteracy, and unemployment and is also challenged by militancy, and sectarian violence. In the past year alone, there have been at least two major military operations against militants in this area. In response to these military operations the militants have attacked many soft targets, including places of worship and educational institutions.

WRG, funded by the U.S. Department of State Bureau of Democracy, Human Rights, and Labor, is working to promote lasting peace at grassroots level through an interfaith network that connects six districts together. This project, “Faith Friends for Peace”, focuses on proactive peace-building to diffuse potential conflict before violence can erupt. The objectives of the project are to:

- Develop a strategy using successful peace-building practices
- Train community peace-builders and launch new Faith Friends groups
- Identify and test practical approaches to help faith communities to work together in solving problems
- Equip and empower women leaders in peace-building initiatives
- Empower local leadership to improve dialogue within their communities, reduce marginalization, and address extremist and intolerant views.

This project aims to transform the lives of over 13,000 individuals directly – and many more through additional multiplication. Realizing that for peace to grow all need to be involved, the project specifically seeks to invite women to take on roles as network leaders and key community influencers. With this in mind at least 30% of the project participants are female.

It has been an immense privilege to work with a diverse team that represents a number of different religious backgrounds. WRG, together with our local Faith Friends partners, is thankful to play such a vital role in helping to promote peace in Khyber Pukhtunkhwa province in Pakistan and looks forward to seeing lives transformed through this project.

OUTLOOK FOR 2016

Despite the many challenges Pakistan faces, WRG is committed to support and empower the people of Pakistan to not only achieve the aspirations of their Vision 2025 but also the UN Sustainable Development Goals. WRG will continue to serve in under-developed and disaster prone areas with a focus of empowering communities, valuing culture, and strengthening our beneficiaries and helping them to transform into agents of peace. In compliance with the Government of Pakistan’s new INGO regulatory policy, PartnerAid Pakistan is seeking to renew its registration under the organization’s new name World Relief Deutschland e.V. in 2016.

Yemen



Political tension in Yemen increased through 2014 and culminated in an overthrow of the government in early 2015. Nevertheless, WRG programs have continued and expanded despite the political instability and inaccessibility to much of the country.

MORE CHALLENGES AHEAD

Since March 2015, the conflict has spread across the country leaving 82% of the population in need of humanitarian assistance. 2.5 million Yemenis are internally displaced, and all communities are affected by fuel, water, electricity, and food shortages as well as issues of protection. Work is scarce and public service providers such as schools and hospitals have been closed and many destroyed. Despite peace efforts, talks and negotiations have been futile and civilians continue to bear the brunt of regular air-strikes and ground offensives.

Due to the severe insecurity, all WRG international staff are based in Amman, Jordan where they support the growing team of local staff in Sana'a and the program that has grown to serve across most of the country.

EARLY RECOVERY PROJECT

Early Recovery remains a challenge in Yemen as conflict continues on the ground and needs are constantly changing. Finding out the needs of local communities with regards to livelihood and security can be challenging.

This project consisted of focus discussion groups in six governorates with a range of women and men from different educational backgrounds. The goal was to provide insight into the extent to which communities and households are affected by the increase of violent conflict and the potential of a community to adjust to the impact of being affected by conflict.

WRG partnered in this project with Yemen Polling Centre who facilitated the focus group discussions. Yemen Polling Centre has been operating in Yemen for many years and is committed to providing quality services and data which shed light on the Yemeni people and culture. All data was collected and shared with UNDP for analysis.

WATER FOR TA'IZZ

Ta'izz is a city in Yemen which has been under siege for many months, severely depleting the limited electricity, water, food and fuel resources available. Access to the city is challenging and risky with competing militias contending for territory and infrastructure badly damaged.

The severity of the situation prompted a special appeal from UNOCHA, outlining the desperate circumstances in the city and called for the warring parties to allow access for humanitarian aid. Residents of the city have identified water as their number one need after safety and security. Many families risk their lives amidst sniper fire and clashes in order to find affordable sources of drinking water.

WRG responded by supporting a local NGO with their strong relational network and large volunteer base to provide drinking water to over 1,700 households in some of the most inaccessible districts within the city.

"Taking home 230 liters of water in one day has saved me all the effort and exhaustion of searching for water daily," said Abdul. "It wasn't difficult, especially since the water tank that I received my share from is in the middle of my neighborhood, close to all the beneficiaries, and there's no fear to have our children help here, as there is to send them to distant places looking for just one or two cans of water. Even the line is organized and all the needy beneficiaries take only their share and no more."

WRG is seeking to continue this project and develop additional projects with this partner in Ta'izz following the excellent work they have done on this project and their commitment to serving vulnerable communities.



Children at a WRG water distribution point



Communities were encouraged to take ownership of the repairs – including removing debris and plastering.

CISTERN REHABILITATION

Water shortage has been a long-standing issue in Yemen. Rural communities in particular are vulnerable to a lack of clean drinking water.

WRG rehabilitated water cisterns in nine rural communities in Hajjah governorate, using local materials and building the capacity of the local communities for the future. Our local partner completed technical assessments for the communities and in doing so identified what is needed to rehabilitate the cisterns. The community itself then invested in the project by providing the labour for the repair or reconstruction of the cistern.

By including the community in this way, they are invested in the project, improving the chances of the cisterns being maintained and cared for by the community for future generations.

FIRST RESPONDERS PROGRAM

Beginning in 2015, this project aims to build the capacity of local individuals in the community to respond to emergency medical needs. With renewed institutional funding from UNOCHA, the project involves partnering with Yemeni Red Crescent and local organizations across 21 of the 22 governorates to provide emergency first aid training to 1,675 Yemeni men and women and equip them with first aid supplies.

This volatile situation where gathering up-to-date information on the constantly changing humanitarian needs of communities is very challenging, the first responders are also trained in how to respond to simple needs assessment questionnaires via SMS text messaging.

ALI'S STORY

Ali is a teacher in a school and recently completed one of the First Aid trainings. He thought the trainings were good because they were able to practice all the information they were learning on manikins (officially "Little Anne's"), which made the trainees feel a lot more confident that they could do what they were learning in real life situations.



CPR demonstration during a First Aid Training

Shortly after Ali completed his training a fight broke out between some of the students at his school. Ali stepped in, but one of the students had received a blow to the head. He was able to assist the injured student using the skills he had recently acquired:

"I calmed the student down and reassured him. I checked the injury and identified the cause and the extent of the injury. As it was just a surface wound and nothing too serious, I cleaned the wound and placed a bandage on it – just as I had been taught only a few days earlier. Once it was all done I asked the student to go back to his class as the wound was minor and nothing more needed to be done."

SELMA'S STORY

Selma is another example of someone using the skills they learned:

"My sister was making tea and dropped hot water by accident, burning her leg and foot. I had just learned what to do with burns, so thankfully I was able to act quickly. I continue to clean the wound on a daily basis for her."

Since each trainee receives a fully-equipped first aid kit, Selma already had all the materials and resources she needed to care for her sister's wound.

CONCLUSION

While there have been many challenges to our operations this year, as we reflect, we see the grace and goodness of God and we are thankful to God for sustaining and increasing our work in Yemen.

We are also thankful to the many partners and individuals who have supported our work. We are especially thankful to the committed Yemeni staff who faithfully lead the work despite the very difficult situation around them. They are truly serving their country and people.

The number of staff has more than doubled this year and our project implementation has grown in complexity and reach. Despite international staff remotely managing the projects, we have remained not only present in Yemen, but actively engaging with communities and meeting needs in a variety of sectors.

Somaliland

In Somaliland, the only certain thing about the rains is their uncertainty. The increased frequency of droughts in recent years has anything but relented, leaving communities to face the reality that they must change and learn new ways – or in some cases, adopt old ways. And that's exactly what our partner villages are beginning to do.

LEARNING FROM THE DROUGHT

During 2015 WRG was pleased to witness villages re-establishing and enforcing bans on charcoal production in their villages, planting and watering trees, sowing and storing fodder and fencing off pasture for use during the dry season, managing water supplies, welcoming the training of village members as Community Animal Health Workers, and working together as men and women to ready their villages and households for the next dry season.

Once more, in 2015, the seasons were harsh. Though the important 'guu' spring rains in the project area were just sufficient, droughts in neighboring districts meant many herds arrived to feed on pasture. The animals were too much for the grasses which resulted in overgrazing and left the ground dry and brown in a season when it should have been green and plentiful.

The lighter 'deyr' rains of October were subsequently late and insignificant, forcing many families to send their herds off in search of pasture across the border into Ethiopia. Though this delayed some of the activities focused on building resilience, it was also an opportunity to learn and adapt, e.g. by destocking livestock to lighten their load during the drought and to use funds to both care for their remaining herd and to restock when the rains returned.

Farmer Field School students learning and practicing observation skills

THE GROWING VOICE OF WOMEN

From active participation in CBO (Community Based Organization) leadership to serving as facilitators of Farmer Field Schools, it is not difficult to see how women are becoming more actively included in decisions and initiatives in our partner villages.

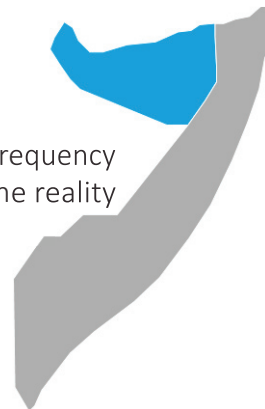
This became obvious when comparing the partner villages we have worked with over multiple years with another village that was included new in the project: While in the new village considering women for trainings was a new concept, it was not only normal for the other villages, but they even expressed appreciation for the benefits of women taking an active and vocal role.

Savings for Life groups continue to be an important way the project strengthens women's ability to build resilience at the community and

household levels. The groups allow women to build both financial and social capital that they are able to rely on during dry or hard times (see page 19).

MAKING THE MOST OF THE RAINS

Pastoralists in the area are always eager to make the most of the rains, which is why they responded very positively to the project's training in fodder production and storage in four villages. By growing and storing fodder for their livestock, they are at less risk of being forced to migrate in search of pasture during the dry seasons. The planting and storage of fodder was part of a larger Community Risk Management Plan each of our partner villages developed.



Though limited literacy skills have challenged the communities' ability to develop and fully utilize their plans, all five of the villages have experienced some success in implementation. Two villages have qualified for a 1,000 USD grant from the project to support their progress. All five of our partner villages also welcomed the establishment of Farmer Field Schools (FFS). In October, two people from each community received training to become facilitators of the FFS in their village.

This provides the project a vehicle to organize forums and trainings requested by the pastoral farmers. More importantly, through experimentation with new ways of rearing livestock and planting fields, FFS gives agro-pastoralists the opportunity to increase the produce and profit they gain from the rains.

KALTUN'S STORY

Kaltun, a mother of four, arrived in the village she now calls home more than 15 years ago. At that time, the family's herd was dwindling so she started a small shop and her husband involved himself in the charcoal trade. "As a family, we struggled to make a living," she reflects, "the small shop was not able to be sustained and the charcoal trade became something the community discouraged. In subsequent years," she continues, "I tried each season to plant corn and tomatoes, but due to a lack of skills and knowledge, I had very little results. I was tempted to quit."

Before she could quit, however, she was selected by her village's CBO to receive training to become a facilitator for the village's Farmer Field School. Kaltun traveled to a neighboring village where she received 10 days of training from experts from the Somaliland Ministry of Agriculture.

"As a result of the training," Kaltun shares further,



WRG Program Manager, Mohamed Abdirahman, in the presence of village leadership, distributes goats to one of the poorest village households involved in small-scale holistic rangeland management.

"Not only did I learn how to be a successful farmer, I am also now trained to teach others about better farming skills."

"Today I am an FFS facilitator for my village and many people attend my sessions each week, because they are also keen to learn new things about farming."

PLANNING FOR THE FUTURE

As the communities we are partnering with become better at working together to build resilience in their villages and households, we are also exploring how they can use their livelihoods to improve the environment so that they, in return, can obtain more out of the environment for their livelihoods now and into the future.

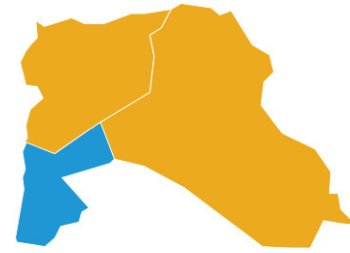
Two options we are exploring are Holistic Rangeland Management and a modified approach to the 'Foundations for Farming' method.

Holistic Rangeland Management is a system for herd management that, in caring for the environment, causes the grasses to grow in quantity and quality which in turn results in stronger and healthier herds. In 2015, a few households have begun experimenting with this on a small-scale level, and are assessing its feasibility and expansion in Somaliland.

FFS in each of our partner villages will begin exploring a modified approach to Farming God's Way. What Holistic Rangeland Management is to the herds and pasture, Foundations for Farming is to the crops and farm. Using a modified approach, farmers can increase yields by caring for the soil and helping restore creation. In this way, rather than the land getting worse each year, the soil improves and the yields increase.

As WRG continues helping our partner communities become more resilient, we are also considering and exploring how we can empower our partners to grow in their own ability to plan, implement, and reflect for building and maintaining resilient households and communities into the future.

Refugees in Jordan,

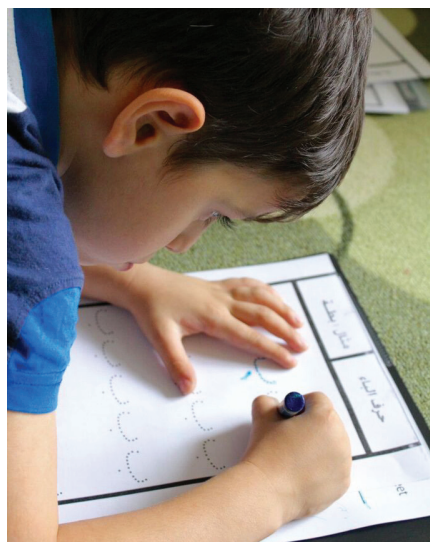


As the Syria/Iraq crisis continues into its fifth year with no political solution in sight, neighboring Arab countries do their best to cope with the high numbers of Syrian and Iraqi refugees. WRG is working with and through local partners, including Jordanian churches, to bring assistance and hope to these vulnerable communities.

CHILDREN AND MOTHER'S CLUBS IN JORDAN

Over 635,000 Syrian refugees are registered with UNHCR in Jordan, with thousands more unregistered. Of those registered, only 20% live in camps and the vast majority (80%) live as urban refugees in the host community.

In 2015 WRG received official registration with the Government of Jordan and began working with church partners in order to implement a program for refugee children. Using a curriculum adapted for the refugee context and translated into Arabic, 12 local partners have created child-friendly spaces to serve over 400 Syrian and Iraqi pre-school children each week. The clubs, led in many cases by members of the refugee community themselves, have a focus on health, life and school skills.



A young Syrian boy learns the alphabet through the Children's Club.

In support of this program, over 130 men and women volunteers were trained on the basics of child development, age-appropriate activities and how to respond to the needs of displaced families.

Through this program, over 400 hygiene kits have been distributed to vulnerable refugee families.

As the program progressed through the year, leaders and volunteers have become more confident and children are more familiar with the routine of arriving, attending, engaging and remaining to the end. This is an encouraging affirmation that the program is working to help with the integration of refugee families and restoration of lives that have been severely disrupted.

In 2015, WRG has also been creating and adapting a curriculum for mothers and caregivers. This program, which runs in compliment to the children's program, equips mothers with the skills they need to cope in a challenging setting. Run by trained volunteers from within the church, this program empowers caregivers through community based psychosocial support, relevant information on health, adjusting to new settings, dealing with children who may have faced traumatic events, and walking with each other as women face their own challenges.

School Skills are an important part of the Clubs as many refugee children are behind in their education.



One participating mother says:

"We've made so many friends. One day a week, I walk into this place and I can breathe."

As our partners host the weekly clubs for children and mothers, staff and volunteers are trained to identify participants who have been severely affected by trauma and need a higher level of care. WRG has established a referral pathway for refugees in need of secondary psychosocial care that the partners can utilize to facilitate this level of care.



Syria and Iraq

DEVELOPMENT PROGRAMS

In September 2015, the attention of the world was drawn to the Iraq/Syria crisis as masses of refugees sought a better future and began to stream into Europe and sadly as a result many died in the treacherous Mediterranean crossing. With an inflow of private donor funding, WRG could confidently make plans for an expansion of the program in Jordan and a management team to support it. The following programs were in various stages of development by the end of the year:

- A Savings for Life program that empowers vulnerable communities (and particularly women in those communities) through healthy attitudes towards and managing of finances and family savings (see page 19).

- A program to provide cash assistance for food for refugees classed as the most vulnerable.

- A "gender equality and peace building through sports" program that uses soccer as a tool to empower women and girls and bring them together from diverse communities.

- A program to build on our experience working with local church partners and finding ways to further empower the church at this critical time when Christians and other religious minorities in some areas are targeted and forced to flee. This time of upheaval is a prime opportunity for the church in the Middle East to step forward and demonstrate the Gospel in love and service to vulnerable people of all faith and ethnic backgrounds.

- A water and sanitation program to help families collect rainwater and reduce pressure on the public water supply system which is stressed with the influx of refugees.

In addition to the programs for refugees and vulnerable host populations in Jordan, the WRG Jordan office also provided support services to two teams of international staff providing remote management to programs in the war-ravaged countries of Yemen and Syria. This leads to our team in Amman growing steadily.

STARTING PROJECTS IN SYRIA

There are currently 13.5 million people in need of humanitarian assistance inside Syria. Though many have fled the country, millions remain, some unable to leave and others unwilling. In 2015, WRG initiated a pilot program to work with local churches inside Syria in order to provide basic essential supplies to vulnerable individuals.

Through this pilot project, our local partners have distributed winter clothing to 388 IDP children, winterization items (carpets, heaters and gas) to 150 families, in addition to cash for medical assistance, university and primary tuition fees and rent for 115 vulnerable individuals, the majority of whom are IDPs.

DAWOOD'S STORY

Dawood fled his hometown with his wife and three children. As winter approached Dawood would wake up early each morning and collect fire wood in order to bring back to their tiny apartment and heat the room before the children woke up. This was the only heating they had. Without chairs or beds, the family made do with one thin mat. In November, WRG was able to provide Dawood with a heater, a carpet and gas.

Syrian & Iraqi children are provided a safe and child-friendly space to help them heal and learn.

FADIA'S STORY

"I had to pay school tuition fees for my daughter and I didn't have the money. I was praying to God that I would be able to receive the money from somewhere. I had no idea how I was going to pay it. Two days later I received a call from the church in our town. They said that they had money for my daughter's school fees, and would I come to the church to collect it? It was a miracle! I'm so thankful."

CONTINUED INVOLVEMENT IN IRAQ

Thankfully, in 2015 the dramatic advance of Islamic State from its base in Syria and across a large part of Iraq was halted and in some areas pushed back through the concerted effort of local militias supported by many international partners.

WRG continued to partner with Mission East, providing staffing and technical support for a large scale program based in Dohuk and Erbil in Iraqi Kurdistan. The program includes creating child-friendly spaces, facilitating girls and women's peer support groups, distributing essential supplies to newly arriving IDPs, and providing rehabilitation assistance to IDPs that are returning to areas that have been recently cleared from Islamic State control.



Turkey

Official estimates report that Turkey is now host to two million Syrian refugees, and in total host to more refugees than any other country. This crisis represents a humanitarian disaster of historic proportions and WRG is working to position itself in a way that will allow us to engage with the various needs of the refugees currently living in Turkey.

NEEDS ASSESSMENT

In May of 2015, a WRG survey team spent time in Southeast Turkey collecting information on the situation, opportunities, and challenges as it relates to the refugee crisis. This team spent time scouting and interviewing local residents, connecting with international NGOs, and meeting with local government officials.

2016 AND BEYOND

Looking forward, WRG is developing a network with local partners, which will allow new and existing programs to be established that will serve the needs of identified refugee populations in country. The goal is to run a number of pilot projects in 2016 that can be scaled up with our partners in subsequent years. Some of the expected projects include the following:

- **Distribution of Essential Supplies:** As the refugee population continues to grow and foreign aid shrinks, WRG plans to meet urgent needs by distributing food, hygiene kits, rental assistance and infant care supplies to families as needed.
- **Vocational and educational training:** WRG plans to equip and support teachers to provide classes to refugee children that continue their education that was disrupted when the war began.



Families with infants have special needs

In addition, WRG is exploring options to enhance life skills, as well as working with children to help educate them for their future and apprenticeship programs for those past school age.

- **Social Integration:** There is a need to help refugees integrate into Turkish society. WRG is planning to work with individuals and families to assess their specific needs and help them in ways like children's education, job searches and language acquisition.



The number of refugee camps in Turkey is growing.



Refugee children in the camp

This trip helped to provide a foundational understanding of the refugee situation in Turkey and the role WRG might play. In parallel, WRG searched for funding opportunities to respond to the needs identified.

The results of these assessments and funding commitments for base costs led to the WRG General Assembly and Executive Board deciding to stand for the vulnerable in Turkey, particularly refugees, and to pursue registration.

In December of 2015 WRG officially submitted their registration paperwork to the Turkish government in hopes of being approved to work in Turkey as an International NGO.

Savings for Life

Savings for Life is a flexible rotating savings and loan system developed by World Relief allowing vulnerable women to save and loan money amongst themselves to strengthen their livelihoods. This approach has been adapted by World Relief Germany to respect Islamic finance and banking practices in our partner communities and program countries.

In Somaliland, 2015 saw the four original groups successfully save funds, prepare group business plans, and receive a loan from the project that helped accelerate growth prior to the dry season. The Savings for Life program was introduced in a new village and new groups began to form spontaneously in the original villages. Our team provided continued training and coaching on village savings and loan management, market analysis, simple book keeping, and other requested trainings. While the groups continue to struggle with limited literacy and numeracy skills, they have proven the integral role of women in not only strengthening household livelihoods, but their ability to use increased access to credit to contribute to community resilience and development. In 2016, the project will explore ways of connecting these groups with a wider movement of women participating in Self Help Groups across Somaliland. We are also planning to start Savings for Life activities in Jordan in 2016.

SABAAB'S STORY – "Savings for Life brought back my small shop and brought change for my family"



Sabaah standing in the small shop she was able to revive

Sabaah is widowed and looks after her four children – two of whom are attending school – alone. She had started a small shop to provide for her family, but was forced to close it after a couple years of financial difficulty. This put her children's education in jeopardy and so she decided to participate in a merry-go-round scheme with other women that provided her with some limited support. It was at this time that the project started in her village and she, along with some of the other women, formed their Savings for Life group.

With the support of WRG, Sabaah and the others were able to begin saving money weekly and granting interest-free loans to members. With a loan of about 145 US dollars, Sabaah was able to reopen her small shop and, as she said, to "gain profit for my children." She says, "The group has helped me feel important and allowed me to take part in non domestic decisions for the first time. I have also established deep relationships with other group members – we help each other in the event of deaths, illness, or food shortages. But most importantly, now I can borrow money from the group whenever I feel the risk of losing my shop; I no longer worry for my children."

Rwanda



Cows for Peace and Youth Clubs for Peace

BROKEN TRUST

Over 20 years after one of the greatest tragedies of modern history, Rwandans continue to struggle with mutual distrust, disrespect for human dignity and a great uncertainty about the future.

Unlike other genocides, perpetrators and victims live side by side in the same village. While many continue to suffer from psychological trauma, distress and continue to carry wounds that time cannot heal, others are stigmatized and ostracized for their involvement in perpetrating the crimes.

WRG IN RWANDA

WRG has been working in Rwanda through our local partner CARSA (Christian Action for Reconciliation and Social Assistance) seeking to bring reconciliation and forgiveness to both perpetrators and victims of the Rwandan genocide.

Restoring broken relationships is at the center of the reconciliation efforts. By creating a dialogue between survivors and perpetrators as well as bringing different ethnic groups together, prejudices and hatred are eliminated in order to allow Rwandan society to break free of the trauma and suffering that binds so many people today.

COWS FOR PEACE

Through the support of ifa (Institut für Auslandsbeziehungen) with funds from the German Federal Foreign Office (Auswärtiges Amt), WRG and CARSA have implemented the “Cows for Peace” project to bring former perpetrators and victims together and seek reconciliation, reduce animosity and suspicion, as well as to improve their socio economic situation.

In many cases, this is the first time victims and offenders write down their stories and confront each other.



In the workshops, participants have the opportunity to seek forgiveness and lay down their burden together.

In 2015, 100 pairs of survivors and perpetrators of the genocide participated in the “Cows for Peace” program which began with a three day reconciliation and forgiveness workshop. Cell groups were subsequently formed to meet regularly and continue the restoration process that began in the workshop and CARSA staff were on hand to provide psycho-social support if needed.

During this process, each survivor and perpetrator pair were given a cow that after training in animal husbandry, they would be responsible to care and maintain. The cow, an important status symbol in Rwandan society, not only provides an income for the pair, but also facilitates contact and cooperation between the victim, the perpetrator and their families. The program allowed participants to experience a trustful cooperation that not only improves their personal financial situation but also restores the broken trust and changes the negative mind-set and behavior patterns, which will hopefully contribute to the greater unity and rehabilitation of the broader Rwandan society.



A survivor and perpetrator of the genocide taking care of the cow they received after completing a reconciliation workshop together.



A new generation of peace builders for Rwanda is being formed in our Youth Clubs for Peace

YOUTH CLUBS FOR PEACE

Youth Clubs for Peace target a new generation of Rwandans who have grown up post genocide. The aim of the program is to guide children and youth through their schools in learning about their country's history and also about effective ways of conflict resolution that lead to strengthening positive relationships in society rather than continuing in the vicious cycle of enmity and distrust.

Peace clubs were established in over 25 schools in the Muhanga and Kamonyi districts in which over 1400 students attended and completed personalized trainings.



Further activities included Peace Conferences with over 11,000 students in attendance, Peace Club Competitions with 3,600 students competing in songs, poems, drama and art about peace and reconciliation, as well as a celebration of International Peace Day with over 2,000 attending on September 21st, 2015.

Nyandwi Emmanuel, a student from G.S. Sheli, said: “I have learnt much from the conference, I got to know the sources of conflicts, especially those that watered ethnic conflicts in our country and the consequences of making decisions based on stereotypes.”

“I have realized that I can do something in order to preserve unity and to help my generation in solving conflicts.”

Students are giving a presentation on conflict and reconciliation in their school's Youth Club for Peace

Teachers and headmasters at the participating schools were encouraged to witness their students' response to the program:

“Students were so interested; I think they have gained so much knowledge about conflict resolution, consequences of prejudices and stereotypes, and about being agents of peace among themselves and in their society.

The conference has opened our students' minds and activated their willingness to take part in becoming peacemakers” said the Head master of G.S. Munyinya.

Due to the tremendous success and request for an extension of the program, WRG through CARSA will continue its Cows for Peace and Youth Clubs for Peace Programs for another year in 2016 continuing with its message of peace and reconciliation for the restoration of Rwandan society.



Germany

The challenge of welcoming over a million refugees.

A BIG CHALLENGE FOR GERMANY

In 2014, we initiated our “Welcoming the Stranger” pilot program in response to rising numbers of refugees coming to Germany. However, we could not have predicted the movement of people fleeing from violence and injustice, particularly from Syria, in the summer of 2015 or the response of the German Government in opening the borders and welcoming these refugees.

Despite hesitance even from her coalition partners in the government, Chancellor Merkel led the way to make Germany an example for other countries in Europe and beyond. Declaring that the needs of the vulnerable took precedence over the fears of nationalists, she refused to limit the number of refugees to be accepted into Germany.

By the end of 2015, around 1,100,000 refugees, equal to 1.2 % of the total population, had been registered in Germany.

Besides Syria, the main countries of origin were Afghanistan and Iraq, with large numbers also arriving from the Balkans, despite minimal chances of being granted asylum.

**Therefore welcome
one another as Christ
has welcomed you,
for the Glory of God.
(Romans 15:7)**

In Germany, the state is responsible for housing refugees and for distribution of new arrivals to individual cities and municipalities. Local authorities were often ill-equipped to handle the huge influx of refugees.

Charities and private organizations were engaged to organize housing and thousands of volunteers stepped in spontaneously to provide primary care and building relationships.

WHAT VOLUNTEERS NEED

The challenge now was not to raise awareness for refugees – the media covers them every day – but to connect and to equip volunteers to do a good job. Social media became an important tool in sharing refugee needs so they could be met quickly and informally. NGOs, churches and new “Welcome-Circles” stepped in to provide information and training material and coordination of volunteers.

The original idea of introducing the “Welcoming the Stranger” program as a tool to encourage churches to be involved with refugees was quickly outdated and other needs became obvious: while many volunteers who jumped in to help in the beginning are at risk of dropping out from burnout or compassion fatigue, many churches have not yet found their place in this big task.

WRG seeks to encourage and equip the church to fulfil its mission, make use of its potential and demonstrate its practical relevance for the country by assisting both refugees and volunteers.

This task is not a sprint – it is a marathon and the focus is on long-term engagement in the refugee/immigration arena to facilitate integration into local communities and society, and bear witness to the foundation of our faith that motivates and sustains us.



Many volunteers are welcoming refugees in creative ways already – the sign says „Ahlan wa Sahlan“ – Which is „Welcome“ in Arabic.

OUR RESPONSE

Following our pilot program in 2014 we received multiple requests from individuals and churches, inquiring how to get engaged with refugees.

As the influx of refugees swelled through the summer, we made informal connections with other organizations in Germany and across Europe.

With our small team in Germany we had limited capacity for this in addition to our international program work. But motivated by the evident needs around us, and seeing a co-relation to the work that we were doing with refugees internationally, we felt that we should be more intentionally engaged in refugee work in Germany.

Consequently, the decision was made to find a new staff member to develop this program further, and Christiane Wutschke was recruited in December 2015 to create the refugee and immigration advocacy program. Her background in training, coaching, communication and public relations makes her a good fit for this role.

The initial strategy was for a rapid assessment to clarify what supports churches, church leaders and volunteers really need to engage in refugee and immigration ministries, and to create a program to support them.



Refugees upon their arrival in Germany at the train station

So far we have already identified three needs:

a) Church Trainings

We have been asked to deliver customized “Welcoming the Stranger” workshops with German churches and other Christian groups (e.g. YMCA) to mobilize and equip volunteers. We are reviewing this curriculum to adapt it to better meet the needs of churches and volunteers.

b) Resource sharing and coordination

Through discussions with national and European Christian networks and organizations, it became clear that there is a myriad of material, but a lack of access to quality resources and case studies about successful activities with and for refugees. WRG is looking for ways to fill this gap, potentially by setting up a web-based resource hub.

c) Bridges

The influx of refugees into Germany is a unique opportunity for intercultural sharing of love and care for those in our neighborhoods, while also raising awareness of the global background, the situation in the countries of origin and the need for globally sustainable solutions. With our base in the multicultural city of Berlin and our international program activities, many of which target refugees and their host communities, we will continue to seek for ways to build practical bridges between the local and the global worlds.

Our new staff member Christiane at a conference on refugees



Reconciliation & Peace

The issue of peace building and reconciliation is one of WRG's main program focuses. This can have very different faces, such as building an inter-faith network in Pakistan, raising a shared cow in Rwanda, or different school activities to promote peace and reconciliation. The common goal remains to see relationships between individuals and communities built or restored and to secure a peaceful future. Sylidio and Ferdinand, two participants from our Cows for Peace program (see page 20), have experienced the powerful change that reconciliation can bring to their situations, and how it can expand to all other aspects of life.

SYLIDIO AND FERDINANT'S STORY – "I forgave the killer of my father – why shouldn't I be able to forgive my own wife?"



Ferdinant and Sylidio hugging as a symbol for true forgiveness

At the age of 18, Sylidio lost his father to the genocide and was left alone to take care of those of his younger siblings that survived. Life was really hard for him without a father. He would not have believed there would ever be peace in Rwanda again.

Ferdinant is the one who killed Sylidio's father. When he was in prison, he did not believe he would ever talk to Sylidio again, let alone step in his house. When he was released, he avoided Sylidio, changing his way when he saw him coming from afar.

Sylidio says if he had known he would meet Ferdinand in the workshop, he would not even have participated, but then the teachings about reconciliation helped him. The workshop gave Ferdinand a chance to ask his victim for forgiveness, and Sylidio accepted. After the workshop, they started greeting each other on the street. When they received the cow and Ferdinand came to Sylidio's house for the first time, he was surprised when he was offered a tea. Then they decided to go buy some drinks together to celebrate the cow they received. Some people told them they were crazy, but they are committed to working together to strive for a better future.

For Sylidio, the reconciliation process does not end there. He is currently planning with Ferdinand to bring him to his siblings' house so that he can ask them for forgiveness and they can also be reconciled with the murderer of their father. He taught them all he learned in the workshop, and he and Ferdinand want to show them the good process they have been going through together, and encourage them to join.

Also, the life of Sylidio's family was changed by the workshop. Every night, he would sit with his wife and kids and teach them from the handbook he received. Now, whenever there is a conflict within his family, he says to himself: "I forgave the killer of my father – why shouldn't I be able to forgive my own wife?" Now no conflict seems too big to solve.

Supervisory Board Report



Dear Members of the Executive Board and General Assembly,

During the reporting period, the Supervisory Board closely observed how the Executive Board conducted the organization's business in accordance with the advisory and supervisory tasks assigned to it by the law, our Articles of Association and our rules of procedure.

We were informed regularly and comprehensively about the economic and financial situation of the organization as well as about projects in all program countries. All events and decisions that were of fundamental importance to the organization were discussed thoroughly based on the Executive Board's reports.

The Supervisory Board met three times during the financial year 2015. Each meeting achieved quorum as outlined in the Articles of Association and the board was able to decide on all motions after detailed discussion.

The year 2015 marked a new beginning for the organization after the restructuring measures that had been undertaken in the previous year.

First positive results from the restructuring could be witnessed. The financial and operational targets set in the plan for 2015 were met. With financial support from World Relief U.S., the substance of the association could be strengthened effectively. The new Executive Board managed to stabilize the operations and slowly rebuild and expand our international programs.

The supervisory board would like to thank all members of the executive board and all staff of World Relief Germany for their commitment and the good cooperation in 2015. We also would like to thank the other members of the General Assembly for their support of the organization and the close cooperation with the Supervisory Board.

Without the strong commitment of the Executive Board and all staff members of World Relief Germany, these achievements in 2015 would not have been possible.

At the end of the year, a new staff member for the coordination of refugee work in Germany joined our team. For 2016, new engagements at the International Office as well as in the field are being planned to further strengthen the administrative capacity and and develop the field programs.

Kronberg, December 31, 2015

For the supervisory board,
Peter Jakobus, Chairman

Financial Report 2015

World Relief Germany is dependent on grants from institutions as well as donations from individuals. The money entrusted to us is managed in a careful and appropriate manner. Everyone who donates to World Relief Germany can be assured that the money reaches vulnerable people and communities and is used effectively.

BALANCE SHEET AS OF DEC 31, 2015

Assets (in €)	12/31/15	12/31/14	Liabilities (in €)	12/31/15	12/31/14
A. Fixed assets	78,813	36,440	A. Equity	193,223	68,230
I. Intangible assets	99	342	I. Revenue reserves	68,230	336,290
II. Tangible assets	73,714	36,098	II. Loss carried forward	0	-455,204
			III. Profit for the year	124,993	187,144
B. Current assets	1,642,021	464,669	B. Reserves	27,009	32,457
I. Accounts receivable from grants and other assets	1,052,981	240,887	Other reserves	27,009	32,457
II. Cash assets, credit with financial institutions	589,041	223,783	C. Accounts payable	1,497,104	401,589
			I. from deliveries & services	529	4,460
C. Accruals	1,502	1,167	II. to other lenders	0	2,635
			III. from grants received	1,479,779	378,820
			IV. other liabilities	16,795	15,674
	1,717,336	502,276		1,717,336	502,276

NOTES ON THE BALANCE SHEET

World Relief Germany voluntarily draws a balance sheet with a corresponding profit and loss statement pursuant to the regulations of the German Commercial Code (HGB). The annual audit was carried out according to the provisions of § 317 of the HGB and the generally accepted German standards for the audit of financial statements determined by the German Institute of Auditors (IDW).

The accounts receivable from grants concern granted public and private funds for project work and are due for settlement within one year.

The other reserves take into account all discernible risks and doubtful obligations. Major items include €15K for expected costs for the annual audit, €10K for annual leave that has not yet been taken and overtime, and €2K for other reserves.

The accounts payable for grants refer to €886K in grants for which no funds have yet been received and to €594K in collected but not yet appropriately utilized grant funds.

The equity amounts to €193K.

EXPENDITURE 2015

	2015	2014
Project expenditure	1,350,482	846,844
• Project implementation	1,272,833	709,424
• Project support	69,629	111,017
• Education and public awareness campaigns	8,020	26,403
Advertising and administrative expenditure	154,597	414,657
• Advertising and Public Relations	6,642	108,463
• Administration	147,955	306,194
Total Expenditure	1,505,079	1,261,501

NOTES ON EXPENDITURE

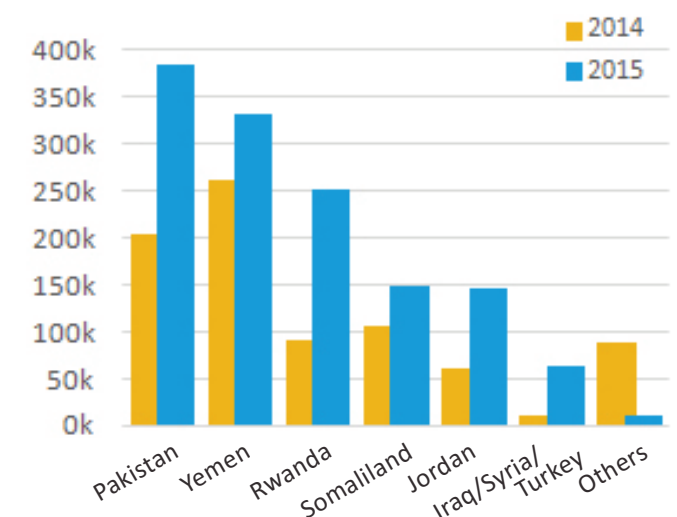
In 2015, total expenditure increased from €1,262K to €1,505K (+19.3%).

The breakdown of costs into project expenditure, advertising and administrative expenditure in the table on the right follows the instructions of the German Central Institute for Social Issues (DZI).

PROJECT EXPENDITURE

The expenditure for project implementation and support increased by €552K (+63.6%) amounting to €1,342K. This positive development is due to a raise in available project funds for our core countries Pakistan, Yemen and Somaliland but also for Rwanda, as well as the growing refugee response program for Syrian and Iraqi refugees in different countries, which is funded by private donations through WR US and WRG.

	2015	2014
Pakistan	385,706	202,817
Yemen	333,333	261,680
Rwanda	251,044	91,081
Somaliland	149,364	104,861
Jordan	146,990	60,578
Iraq/Syria/Turkey	64,344	10,338
Other countries/projects	11,681	89,087
Total project expenditure	1,342,462	820,441



HUMAN RESOURCES AND SALARIES

In 2015, after the restructuring of the previous year, the association employed an annual average of 6.5 employees in Germany (in 2014: 16.2).

By December 31, 2015, there were 5 full-time, 2 part-time staff and 11 volunteers (mainly supervisory board and general assembly members). The latter did not receive any compensation for their services.

In our project countries by the end of the year we employed 45 staff, thereof 3 volunteers.

By December 31, the annual salary for full-time employees in the International Office as well as for leading staff in the field (expatriates) ranged from €29.0K to €37.2K.

Annual remuneration of local project staff depend on the individual context and custom of the project country and range from an equivalent of €1.4K to €17.1K.

The three highest annual remunerations amounted to €37.2K (Country Representative Yemen), €33.1K and €31.9K (Program and Finance Coordinators in the International Office).

EDUCATION AND PUBLIC AWARENESS CAMPAIGNS

The expenditure for education, information and public awareness campaigns in 2015 amounted to €8K (-69.6%), as the “Welcoming the Stranger” Campaign, after the development phase of 2014, could continue without significant further investment. For 2016, there are new activities and expenditures budgeted for this program.

ADMINISTRATIVE EXPENDITURE

The administrative expenditure in 2015 amounted to €148K (-51.7%), thanks to cost reductions mainly due to our smaller office and leaner HR structure in Germany. The higher amounts for 2014 can also be attributed to the costs of rebranding.

ADVERTISING AND PUBLIC RELATIONS

Forms of fund raising in 2015 included the use of social media such as Facebook and Twitter, our web presence as well as personal letters to our supporters. There was no cooperation with enterprises or contractors for fundraising and no performance-based rewards were given.

The expenditure for advertising and public relations was therefore significantly reduced in 2015 and amounted to €6K (in 2014: €108K). The high amount in 2014 was an exception mainly due to the rebranding and related production of new PR material – in 2015, this existing material could be used without incurring new costs.

PERCENTAGE OF ADVERTISING AND ADMINISTRATIVE COSTS (DZI)

The following table shows the expenditure side of the profit and loss statement in vertical format according to the total cost method and a breakdown into categories in line with the definition of the German Central Institute for Social Issues (DZI).

According to the definition of the DZI, a share of advertising and administrative costs amounting to between 10% and 20% of total expenditure is adequate.

For 2015, our share of advertising and administrative cost was within that range and amounted to 10.3%.

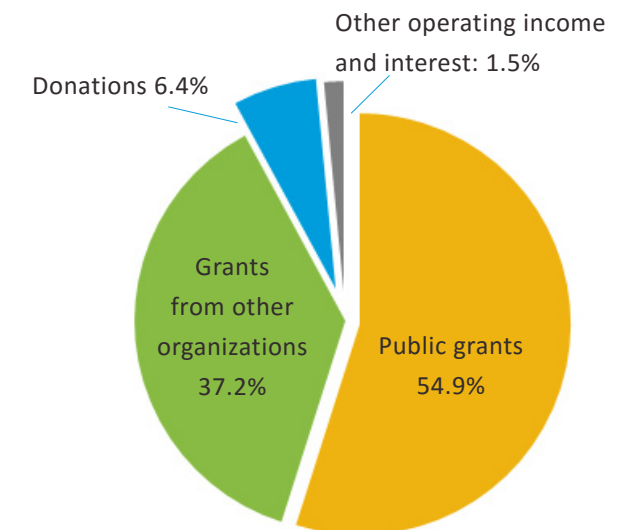
	Project implementation	Project support	Education and public awareness campaigns	Advertising and Public Relations	Administration	Total 2015	Total 2014
General project related expenditure	854,772					854,772	348,591
Personnel expenditure	390,590	67,961	6,427	6,024	66,304	537,305	712,900
Amortizations	16,941				4,441	21,381	20,967
Other Operating Expenditure							
• Travel costs	147		278		5,754	6,180	18,213
• Occupancy costs	5,014	1,337	334		10,028	16,714	45,242
• Administrative costs	1,142	331	125	618	46,556	48,773	88,193
• Contributions, insurance, charges			856		4,915	5,771	14,901
• Disposal of fixed assets						0	6,883
• Other costs	4,227				9,957	14,184	4,880
Interest expenses						0	731
Total expenditure	1,272,833	69,629	8,020	6,642	147,955	1,505,079	1,261,501

REVENUE 2015

NOTES ON REVENUES

World Relief Germany received revenues of €1,630K in 2015. This corresponds to a total increase of 12.5%, resulting from an increase in available grant funding by €543K (+58.1%).

Due to projects funded by UN-OCHA, UNICEF and the German Foreign Office in Yemen, Pakistan and Rwanda, there is a trend towards public grants.



	2015	in %	2014	in %
Income from grants	1,501,410	92.1%	934,502	64.5%
- thereof public grants	894,541	54.9%	214,826	14.8%
- thereof other organizations	606,869	37.2%	719,676	49.7%
Donations*	104,392	6.4%	484,768	33.5%
Membership fees**	0	0.0%	825	0.1%
Other operating income	21,321	1.3%	26,755	1.9%
Interest revenue	2,949	0.2%	1,795	0.1%
Total revenue	1,630,072	100%	1,448,645	100%

Donations on the contrary decreased significantly (-78.5%), since forwarded donations by World Relief for refugee relief were handled via grant agreements in 2015 and therefore are reported in the grant section for this year.

* Donations received were recognized as revenue in the year of receipt, contrary to the recommendations of the IDW (RS HFA 21).

** Since the modification of the statutes in 2014, no membership fees have been collected.

ANNUAL RESULT 2015

The profit and loss statement shows a positive annual result of €125K (in 2014: +€187K). Thus the positive development since the end of 2014 could be continued. With total revenues of €1,630K, a total of 200,000 beneficiaries were served.

This positive result is mainly due to the increase in available project funds in our core countries as well as for refugee response, combined with a reduction administrative costs in Germany (see report of the executive board).

€1,630,072

Total Revenue

~200,000

Beneficiaries Reached

This is a shortened version of our annual financial report – the complete annual financial statements are available on our web site under http://www.worldrelief.de/ueber-uns/transparenz_2.

AUDITOR'S OPINION

We have examined the annual financial statements - comprising balance sheet, profit and loss account and notes - including the bookkeeping records of World Relief Deutschland e.V., Neu Anspach, for the financial year from January 1 to December 31, 2015. Responsibility for bookkeeping records and preparing the annual financial statements lies according to the regulations of the German Commercial Code (*Handelsgesetzbuch, HGB*) with the legal representatives of the Association. Our task is to give our assessment of the annual financial statements including the bookkeeping records on the basis of the audit we carried out.

We conducted our audit of the annual financial statements in accordance with § 317 HGB, observing the German principles on the proper conduct of audits of annual financial statements as set down by the Institute of Public Auditors in Germany, Incorporated Association. According to these, the audit must be planned and conducted in such a manner that inaccuracies and transgressions which significantly affect how the asset, financial and profit situation is portrayed in the annual financial statements, observing the principles of orderly bookkeeping, can be ascertained with adequate certainty. When determining the audit procedures, we took into account our knowledge of the business activities of the Association and the Association's economic and legal environment, as well as the expectations regarding possible errors. In the course of the audit, the effectiveness of the accounting-specific internal control system as well as the evidence for the information in bookkeeping records and the annual financial statements were primarily assessed on the basis of random samples. The audit comprised an assessment of the accounting principles used and the key assessments of the legal representatives as well as an evaluation of the overall conclusion of the annual financial statements. We are of the opinion that our audit forms an adequate basis for our assessment.

No objections emerged from our audit.

In our assessment, based on the findings of the audit, the annual financial statements comply with the statutory provisions and, observing the principles of orderly bookkeeping, portray an accurate picture of the true circumstances of the asset, financial and profit situation of World Relief Deutschland e.V., Neu-Anspach.

Darmstadt, February 17, 2016

CURACON GmbH
Auditing Company
Darmstadt office

DZI SEAL OF APPROVAL

The Seal of Approval by the German Central Institute for Social Issues (DZI) certifies that funds entrusted to our organization are handled responsibly. Since 2012, our organization has been certified by the DZI.

This seal is an aid for many donors in choosing in which organization to place confidence. Ultimately, World Relief Germany's cooperative work approach is based on trust and we would like to promote this trust by retaining the award.

World Relief Germany is committed to complying with the following standards of the seal of approval:

- goal-oriented, economical and efficient use of funds
- reliable and audited financial reporting
- clear, true, open and factual advertising and public relations work, that protects the dignity of the beneficiaries
- effective control and supervisory structures, and
- transparency toward the general public.

Compliance with these standards is regularly monitored by the DZI. For this purpose, World Relief Germany provides DZI with all the information required. The DZI also integrates information from other relevant sources into its decision.



INITIATIVE TRANSPARENTE ZIVILGESELLSCHAFT

World Relief Germany, alongside more than 650 other charitable organizations, is a signatory to the initiative for a transparent civil society by Transparency International and thereby commits to disclosing information about our organization to the public in a specified format on our web site www.worldrelief.de.

MEMBERSHIPS



ENTWICKLUNGSPOLITISCHES NETZWERK HESSEN

The *Network for Development Policy in Hesse* is a common platform for action and communication of development NGOs and initiatives located in the German state of Hesse as well as private supporters of the cause.



DEUTSCH-JEMENITISCHE GESELLSCHAFT

The *German Yemeni Society* is an association for promoting international understanding and human relations between Yemen and Germany.



GEMEINSAM GEGEN MENSCHENHANDEL

Together against human trafficking is an open alliance of organizations and initiatives that fight human trafficking in the areas of advocacy, prevention, helping and protecting victims and improving the legal framework.



MICHA-INITIATIVE

The Micha-Initiative is a global campaign encouraging Christians to get involved with global justice and against extreme poverty. They want to hold governments accountable to their commitments to achieve the Millennium Development Goals (MDGs) of the United Nations.



ERLASSJAHR.DE

Jubilee Germany is an alliance in development policy advocating for debt relief for indebted states and striving for a fair and transparent international insolvency framework.



WASH-NETZWERK

The *WASH-Network* is an initiative of German NGOs for the exchange of knowledge and expertise in the sector of Water, Sanitation and Hygiene in humanitarian and transition aid and development.

VOLUNTARY COMMITMENTS



THE CODE OF CONDUCT

World Relief Germany is a signatory of the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, which sets ethical standards for humanitarian work.



THE SPHERE PROJECT

A voluntary initiative to improve the quality of humanitarian assistance and the accountability of humanitarian actors to their constituents, donors and affected populations.

INTERNATIONAL PROGRAM AND PROJECT PARTNERS

Below is a list of main international program and project partners with whom we cooperated in 2015. World Relief Germany undergoes a rigorous review process to partner with these agencies.

A small (f) indicates that the organization has been a funding partner, a small (i) indicates that it has been an implementing partner in 2015.

UN AND PUBLIC PARTNERS

- AHC - Australian High Commission (f)
- IFA - Institut für Auslandsbeziehungen (with funding from the German Foreign Office) (f)
- UNDP - United Nations Development Programme (f)
- UNICEF - United Nations Children's Fund (f)
- UNOCHA - United Nations Office for the Coordination of Humanitarian Affairs (f)
- U.S. Department of State, DRL - Bureau of Democracy, Human Rights and Labor (f)

PRIVATE ORGANIZATIONS

- CARSA - Christian Action for Reconciliation and Social Assistance (i)
- Mission East (i)
- Operation Mercy (i)
- PartnerAid US (f)
- Tearfund UK (f)
- World Relief (f)

WELT- NACHBARN



Nachbarn lässt
man nicht allein.
Weder hier noch dort.